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MASSACHUSETTS EYE AND EAR INFIRMARY

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ANNUAL REPORT

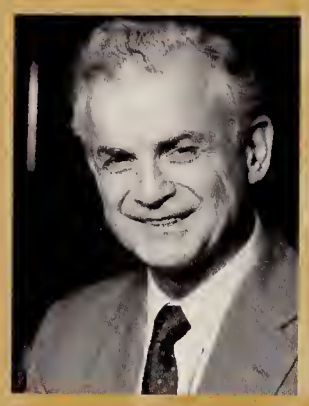
2000

with gratitude

The Infirmary's mission is to provide the finest patient care and to continually improve the quality of that care through research and teaching. These photos introduce just a few of the special friends whose generosity, through the 21st Century Fund campaign, helps make this mission a success. To them, and to you, thank you!

Members of the Massachusetts Lions Clubs

Norman Knight



Rufus Grason

Dr. Robert and Gene Seamans

Tony and June Eannelli

REPORT FROM THE PRESIDENT AND THE CHAIRMAN

For 176 years, the Infirmary has not wavered in its commitment to patient care, teaching and research, and to the physicians and staff who fulfill this important mission. We instituted a number of new programs this year that have enhanced patient care; improved our working environment; expanded our research activity; and have reduced the overall costs of providing the highest quality of care for our patients. We have focused our energies on these objectives and have made significant progress in all areas.

Sheldon A. Buckler, Ph.D. (l) and F. Curtis Smith (r)

First and foremost, we believe that the close collaboration among the Board of Directors, the Administration and the medical staff has resulted in one of the most productive years in memory for the Infirmary, especially given the exceptionally challenging health care environment. This year we were able to enlarge the scope of our patient care and research programs in the face of continued and steep Medicare and managed care cuts.

Patient Care

For the 10th year in a row, *U.S. News & World Report* magazine recognized the Infirmary as one of the nation's best hospitals in its specialties. While we do not subscribe to the survey's objectivity, it is gratifying to receive this independent endorsement of our quality. This achievement would not have been possible without a collaborative effort among staff, administration, physicians and researchers, and we extend our appreciation to all of them.

The Infirmary experienced significant growth in its patient care areas this year. Among the highlights are the Food and Drug Administration's approval of the use of photodynamic therapy (PDT) for age-related macular degeneration. This application for PDT was developed by Joan Miller, M.D., and Evangelos Gragoudas, M.D., both of the retina department. Photodynamic therapy is the first treatment for age-related macular degeneration, the leading cause of blindness in people over the age of 55. Ironically, the cost of providing the treatment far exceeded reimbursement. However, PDT is needed by our patients, and we are happy to be able to provide it to them.

To better serve our patients, the Infirmary added seven new full-time physicians to its ophthalmology and otolaryngology staffs. In ophthalmology, Sandra Lora Cremers, M.D., joined the General Eye Service; Jean Ramsey, M.D., joined the Pediatric Ophthalmology Service; and Lynette Watkins, M.D., became director of the Ophthalmology Emergency Service and an attending in the Oculoplastics Service. In otolaryngology, Daniel Deshler, M.D., joined the Head and Neck Service; Richard Lewis, M.D., joined the department as a neurologist specializing in otoneurology; James Rocco, M.D., joined the General ENT Service; and Ramon Franco, M.D., joined the Laryngology Service.

Patient care areas continued to improve with the renovation and expansion of the clinical and diagnostic area for voice and speech on the 11th floor. We improved our operating rooms by designing and constructing a new instrument room; training and graduating five surgical technicians; and by increasing the hours of operation in our Post Anesthesia Care Unit. We also purchased a new state-of-the-art CT scanner to enhance our ability to provide the finest radiology services to our patients. We were also pleased with the completion of five CQI

Members of the Infirmary's Operations Group are (seated, left to right) Jeanne Benoit, Peter Chinetti, F. Curtis Smith, Carol Covell and (standing, left to right), Lisa Putukian, Barbara Katz, Anne Fitzgerald, Bruce Jordan, Susan Power and Jean MacQuiddy.

projects. This focus on quality improvements, driven by Carol Covell, R.N., Senior Vice President of Patient Services, enables the Infirmary to maintain its reputation as the finest eye and ear hospital in the region. Finally, we were particularly pleased that Gayl Perry, L.I.C.S.W., an ENT social worker, received the American Cancer Society's Lane Adams Award and is just one of the many superb care-givers at the Infirmary.

Research Activity

Significant progress has been made this year increasing our research effort in otolaryngology under the direction of Joseph Nadol, M.D., Chief of Otolaryngology. We are nearing completion of a major renovation project for Otolaryngology and its Eaton-Peabody Laboratory. By the end of the year 2000, Michael McKenna, M.D., Steven Rauch, M.D., William Sewell, Ph.D., and Edward Mroz, Ph.D., will be working in new labs, and Stephan Heller, Ph.D., will finally have a home for his study of the molecular genetics of hearing and deafness. This year we also dedicated the Monte and Anne Wallace Middle Ear Clinical Research Unit. In this area, Saumil Merchant, M.D., and John Rosowski, Ph.D., will use their new laser – of which there are only five in the world – to study and improve middle ear surgery. A new research campaign in molecular biology and genetics was launched in the Eaton-Peabody Laboratory of Auditory Physiology. We also initiated a new research campaign that will raise funds to combine the search for the underlying genes associated with hearing and hearing loss.

In ophthalmology, under the direction of Frederick Jakobiec, M.D., Chief of Ophthalmology, we have also made significant progress. We established the Retina Research Institute for Macular Degeneration and Diabetic Retinopathy (RRI) and opened an angiogenesis laboratory to drive research into the two leading causes of blindness – macular degeneration and diabetic retinopathy. It is our hope that this 4,000 square-foot-lab, under the direction of Anthony Adamis, M.D., Donald D'Amico, M.D., and Joan Miller, M.D., will accelerate the rate of scientific discovery and hasten the development of effective treatments for these blinding diseases. We are particularly pleased that the Infirmary can focus its resources on this important endeavor.

To aid in research for both ophthalmology and otolaryngology, the latest confocal microscope was purchased for our researchers. Yes, we have made significant progress in improving our research environment.

Financial Success

FY2000 was the fourth consecutive year that our patient volumes were greater than the prior fiscal year, which is a direct result of our successful efforts to develop new programmatic initiatives. Last year we noted that the reason we were successful was the significant increase in volume (5 percent) generated last year in our operating rooms. We are equally pleased this year that our financial success was driven by a 1.7 percent increase in volume in operations over last year. Growth is critical because the per unit reimbursement is being driven down by the Federal government (Medicare/Medicaid) and by the managed care payers.

Because of this growth, the Infirmary could have operated with a small deficit. However, the cost of steam for heating increased by $190,000. This unanticipated expense, coupled with the cost of the drug used for photodynamic therapy, which was significantly underreimbursed by Medicare, resulted in a loss of $540,000 from operations. Fortunately, we have developed a plan to address this loss, and the Board has approved a balanced budget for the year to come. Our fiscal department, under the direction of Peter Chinetti, Vice President for Finance, our Chiefs, and our managers have all worked together, and we believe this budget will be achieved despite the financial problems facing the industry. The growth of our volume and our financial success would not have been possible without the excellence of our nursing staff. Under the direction of Ms. Covell, the care provided in our operating rooms and nursing unit is unsurpassed. As our patients and surgeons know, the nurses are always there to help when needed. Their professional and caring approach has been a critical component of our success.

International Program

Our international program, under the direction of Camille Condon, continues to expand its scope. This year, the Infirmary cared for patients from 100 different countries. Ms. Condon recently participated in a medical exhibition and seminar in Mexico City to enhance worldwide visibility. She continues to maintain an excellent working relationship with referring agencies such as the Middle Eastern Embassies, Global Healthcare and CPI World Care, all of which refer patients from around the world.

Marketing Efforts

The Infirmary's marketing efforts expanded this year. Several radio campaigns for refractive laser surgery were developed, as well as targeted mailings and brochures for various departments. The Facial and Cosmetic Surgery Center engaged a marketing/public relations firm to aid in its overall publicity efforts and held a fall educational symposium for the public at the Boston Harbor Hotel. The Infirmary's web site, www.meei.harvard.edu, continues to generate interest and patient appointments. The web site has a firm foundation, but now we are ready to take it to the next level. Many thanks to Mary Leach, Director of Public Affairs, and the medical staff leadership for keeping this site vibrant. This site is and will continue to be a source of key information to our patients and will be a significant source of referrals in the upcoming years.

Information Services

The Information Systems Department, under the direction of Anne Fitzgerald, Chief Information Officer, focused on stabilizing the Infirmary's applications and system environments, installing vendor upgrades and implementing the Medicare Ambulatory Patient Classification (APC) System. Staff from virtually every area of the Infirmary worked with Ms. Fitzgerald and her team to ensure the success of these efforts, and we thank all of them.

Development

Under the direction of Bruce Jordan, Vice President of Development and Public Affairs, and with the hard work of his staff, the 21st Century Fund campaign was successfully completed on December 31 with more than $51.3 million raised, exceeding its $50 million goal. Fiscal year 2000 was the second most successful year in the history of philanthropy at the Infirmary, with more than $8.8 million in total fundraising achievement.

Special thanks to Diane E. Kaneb, Board member and Campaign Chair, and Robert T.P. Storer, Jr., Infirmary Trustee, and James Sullivan, Sr., Board member and chairman of the Development Committee, for their hard work in raising money for this great institution.

SPECIAL HIGHLIGHTS OF FY2000 INCLUDE:

- ***A planned gift of almost $2 million from the late Anthony Eannelli for research in AMD;***
- ***A $500,000 gift from David Bradley, supporting laryngology research of Steven Zeitels, M.D;***
- ***A $333,000 grant from the Dr. Ralph and Marian Falk Medical Research Trust to support diabetic retinopathy research;***
- ***$310,000 in grants from the Massachusetts Lions Eye Research Fund, Inc., and the Lions Clubs International Foundation to benefit several eye research projects and the Retina Research Institute;***
- ***A $250,000 gift from the Phyllis and Paul Fireman Family Charitable Foundation in support of the Retina Research Institute;***
- ***Gifts and pledges totaling more than $160,000 raised by Sol and Georgette Boucai for hearing loss research;***
- ***A second $150,000 grant from an anonymous foundation to support new research in advanced facial nerve repair; and***
- ***A $100,000 gift from Trustee Rufus Grason to support new research in the Eaton-Peabody Laboratory.***

Community Benefits

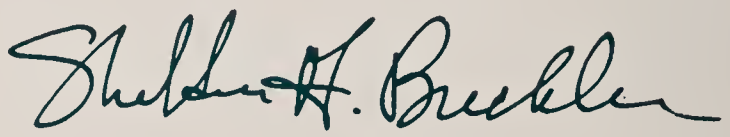
The Infirmary's Community Benefits program grew as the Infirmary and its physicians formed a partnership with the R.O.S.E. Fund, an organization dedicated to restore self-esteem to female victims of domestic violence. The Vision and Hearing Pilot Project at the Neighborhood House Charter School in Dorchester continued and expanded this year to more than 200 students. Under the direction of Nathalie Azar, M.D., Pediatric Ophthalmology, residents and fellows provided vision screening to students at the Infirmary's "adopted" school. Hearing screenings were provided by Infirmary audiologists, under the direction of Ellen O'Neil, Sc.D. We are proud of our community benefits program and are always looking for ways to expand its scope.

In Memoriam

We are saddened to note the deaths of Carl Cordes Johnson, M.D., an Infirmary alumnus and member of the Ophthalmology medical staff; and Lorna McNutt, R.N., Emergency Ward nurse; and Charles D.J. Regan, M.D., former Director of the Retina Service and a member of the Infirmary's staff for nearly 50 years. Our sympathy to their friends and families.

In Conclusion

Once again, the Infirmary has had a banner year. But, as you know, we can not rest on our laurels. We must continue to meet the challenges and opportunities the financial resources have in store for us in 2001 and beyond. We believe we have already met the first challenge with a break-even budget for fiscal year 2001. During this process we were able to match the anticipated cuts in revenue from third-party payers with increases in revenue from new programs. We are pleased that in our efforts to achieve this break-even budget we did not diminish the Infirmary's support for community benefits, education or the overall support for academic and research efforts. Nor did we compromise our very high standards of patient care. Now we must deliver this budget. With the guidance of the Board, we will meet the challenges the coming years will bring to ensure that the Infirmary's future is as bright as its past. We look forward to maintaining our leadership as the preeminent specialty institution in the country.



Sheldon A. Buckler, Ph.D.
Chairman

F. Curtis Smith
President

Patricia Donovan, R.N., (right) is one of the Infirmary's many expert operating room nurses. As one of her many responsibilities, she assesses her patient, Peter McDonnell, to determine his individualized needs and inform him of what to expect during his perioperative experience.

REPORT OF THE CHIEF OF OPHTHALMOLOGY

Kairos is a Greek word denoting a propitious time when great things can be accomplished. Paradoxically, the turbulent 1990s for clinical medicine were an epoch of exceptional growth and adaptation on the part of the Infirmary and its Department of Ophthalmology. Because of clinical growth, the hospital-based and community-based staff expanded; clinical space was augmented and renovated; virtually all of our laboratories were updated and four new wet laboratories were established; and our educational and training programs flourished. Fiscal year 1999-2000 unfolded with several more positive developments.

Frederick A. Jakobiec, M.D.

New Therapies

Refractive corneal surgery options were broadened to include laser surgery for farsightedness. Our refractive surgery facility continues to recruit more and more patients, and a public awareness campaign was launched with palpable success. PDT or Visudine therapy, a combination of laser energy directed at a protocol protoporphyrin dye, was approved for the treatment of macular degeneration. Patents on this therapy are possessed by the Infirmary and its investigators, Joan Miller, M.D., and Evan Gragoudas, M.D., who spearheaded this advancement. Following upon the FDA's approval, Medicare has also approved reimbursement. This therapy is the best presently available for the "wet" form of macular degeneration, in which new blood vessels form. The laser/dye therapy can obliterate these vessels and prevent their progression. Such untreated new vessels are responsible for bleeding and scarring in the macula.

Training Programs and Education

We received over 300 completed applications for our seven annually available first year residency positions. Fifty candidates were culled from among these and invited to come to Boston for interviews. We were successful in the match program in attracting the top candidates in this year's pool to accept positions at the Infirmary. Among our seven graduating residents, six were eligible for the highly prestigious national Heed Fellowship and all six received one; the seventh candidate stayed on as Chief Resident. Only 25 Heeds are given each year nationally, and our Department received the highest number of awards of any department in the country. The year before we received four Heed awards. All of our graduating residents went on to do post-residency fellowship training or stayed at the Infirmary. The seven graduating residents and the Chief Resident collectively produced over sixty scientific articles, review articles, book chapters, or online contributions to our Digital Journal of Ophthalmology — a most remarkable accomplishment on the part of trainees, and more than the equivalent of the academic productivity of most medium-sized ophthalmology departments. The Fellows' course on the "Subspecialty Perspectives on Neuro-Ophthalmology" was accepted for publication by International Ophthalmology Clinics; the galleys have been corrected and an entire issue dedicated to this subject is about to appear as the Winter issue for 2001. The Residents' course on "Pediatric Ophthalmology" has also been accepted by International Ophthalmology Clinics and the manuscripts have been submitted for editing for publication.

The Lancaster Course in Ophthalmology and the Intensive Review of Ophthalmology course were also highly successful and well subscribed to. Drs. Miller and Gragoudas further enhanced their leadership positions in the therapy of macular degeneration by giving a

highly visible and extremely well attended course on the new laser/dye therapy for macular degeneration. Our Second Edition of the six volume, *Principles and Practice of Ophthalmology*, received an outstanding review during the past year; this textbook is now considered to be the cornerstone reference for our field.

Hospital-Based Academic Group Practice

The group practice experienced approximately a 10 percent volume and financial growth during the past year. In part this was due to increased efficiencies, recruitment of new faculty, the enhancement of professional reputations, and the introduction of new therapies. At the end of the fiscal year, the ophthalmology component of the Massachusetts Eye and Ear Associates had approximately a $1.5 million positive cash balance. This will enable further faculty development and investment in new clinical activities. As part of our ongoing effort to cultivate generalists and primary care ophthalmologists, we were pleased to recruit and welcome Sandra Lora Cremers, M.D., who is now a member of the General Eye Service staff. She graduated from the New York Eye and Ear Infirmary and came to us after a national search was conducted.

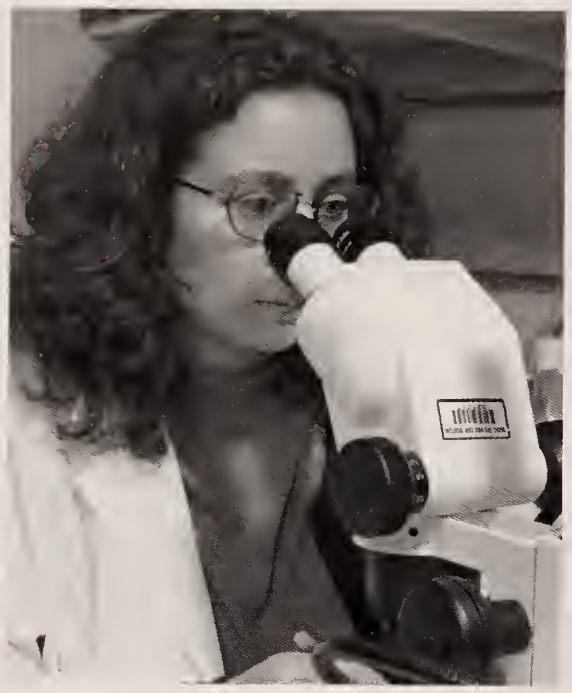
Research and New Laboratories

The implementation of the Joint Clinical Research Center between the Infirmary and the Schepens Eye Research Institute was skillfully managed by Kathryn Colby, M.D., Ph.D., its director, during the past year. Approximately six new projects bringing scientists from the Schepens and clinicians from the Infirmary together were approved. A grant committee composed of members from the two institutions evaluated the proposals, and both institutions provided together $35,000 of seed money for each new project. Dr. Colby also organized a highly praised seminar entitled "Clinical Research in the New Millennium" that brought together faculty from the two institutions as well as outside attendees. Everyone profited from an all-star roster of speakers, including an especially scintillating presentation by John Preston, one of the Infirmary's Trustees. The new angiogenesis wet laboratory was completed, and has permitted Anthony Adamis, M.D., to move his research from the Children's Hospital to the Infirmary. Four thousand square feet of fully renovated and outfitted laboratory space in the 325 Cambridge St. building will permit Dr. Adamis to integrate his research with that of Drs. Miller, Gragoudas and other members of the Infirmary staff. Plans are also being finalized to launch a search for another basic scientist to assist in unraveling the mechanisms that control and prevent abnormal blood vessel formation in the eye. Finally, Janey Wiggs, M.D., is returning to the Infirmary from the New England Medical Center. A 3,000-square-foot laboratory devoted to her glaucoma research will be completed within the year. She will continue to do her research on the molecular genetics of glaucoma causation, and will see patients in our Glaucoma Service with diseases relevant to her research. She was selected after a national search identified her as among the most prominent young stars in the glaucoma research area. The foregoing two laboratories will facilitate the expansion of our funded research by the National Eye Institute, and will most importantly foster collaborations and round out our research strengths and prowess.

Summary

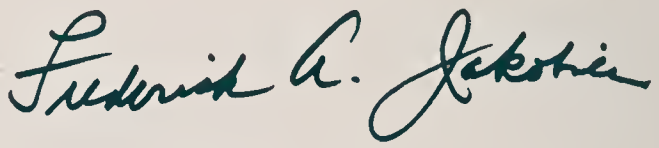
Epitaxy is another Greek word denoting the crystallization of one substance on the surface of another. The Infirmary and its Department of Ophthalmology resemble such a laminated jewel, which generated through serial improvisations and adjustments to new realities. Despite periods of adversity, the Infirmary has been successful because of its fundamental values, its social and scientific utility, the magnanimity of its Board of Directors, and the sound

Francesca Pignoni, Ph.D., works to uncover the genetic mysteries of eye disease in her laboratory.



Kathryn Colby, M.D., Ph.D., organized the Joint Clinical Research Center's first seminar, "Clinical Research in the New Millennium."

course set by its administrative leadership. I would particularly like to single out Alexander Bernhard and Sheldon Buckler, Ph.D., past and present Chairmen of the Board of Directors, for their enlightened leadership over the past seven years. Without their focus and steady hands the Infirmary would not have navigated successfully through the shoals of potential disaster. Other members of the Board of Directors, notably George Rabstejnek, Vice-Chairman, William Darling, Treasurer, and Diane E. Kaneb, Secretary, have given superb examples of commitment to the Infirmary. With Mrs. Kaneb, James Sullivan managed the Infirmary's highly successful fund-raising campaign. Finally, the Office of the President of the Foundation of the Infirmary, occupied by F. Curtis Smith, Joseph B. Nadol, Jr., M.D., and me has brought a level of compromise and rational allocation of limited resources over the past seven years that probably could not have been achieved by any other governance mechanism. The Infirmary has gone through many agons in its history. It is fortunately healthy today; from time to time we should celebrate our moments of balmy respites, while ever-striving to meet the inexorable emergence of new challenges.



Frederick A. Jakobiec, M.D.
Chief of Ophthalmology

REPORT FROM THE CHIEF OF OTOLARYNGOLOGY

The mission of the Department of Otolaryngology is to care for patients with disorders that affect the ear, nose, throat, head and neck regions in the best possible way; to conduct clinical and basic research and education and training of future health care professionals and research professionals so that this care may be improved in the future; and to disseminate health related information to the profession and to the general public. In the year 2000 there was significant activity in all areas of the mission. There was continued growth of the patient care census in most areas, including total outpatient visits, audiologic services, vestibular tests, voice laboratory, ENT pathology and surgical procedures. The decline in hospital admissions was due to insurance standards, rather than patient volume, with a slight shift to outpatient status.

Joseph B. Nadol, Jr., M.D.

In the Division of Otolaryngology, under the direction of Gregory Randolph, M.D., there has been particular focus on two areas, sleep apnea/snoring and endocrine surgery. This year, Nicolas Bu-Saba, M.D., will be presenting the safety record at the Infirmary of combined nasal and oral surgery for obstructive sleep apnea. In the area of endocrine surgery, Dr. Randolph will present Advances in Intraoperative Hormonal Assays of Parathyroid Hormone at the Head and Neck Society Meeting in San Francisco and will also present a symposium on Advances in Educational Techniques in Thyroid Surgery for Residents at the American Academy of Otolaryngology Head and Neck Surgery in 2001. A successful international interchange occurred this year in St. Petersburg, Russia, where Dr. Randolph and colleagues from the Anesthesia Department demonstrated the success of neural monitoring of the recurrent laryngeal nerve.

Under the direction of Richard Fabian, M.D., there has been continued growth of surgical volume for head and neck tumors. We were fortunate to attract two new faculty members, Daniel Deschler, M.D., from Hahnemann University in Philadelphia, and James Rocco, M.D., Ph.D., from Johns Hopkins Hospital. Dr. Rocco devotes 80 percent of his professional time to laboratory efforts in molecular biology of head and neck cancer. He has established a tumor tissue bank at MEEI in collaboration with the Harvard School of Public Health and colleagues in the Longwood area. His goal is to unlock the "molecular genetic triggers" that lead to tumor formation and to develop corrective genetic information as a form of treatment.

The Infirmary's Hyperbaric Oxygen Unit, now known as the Norman Knight Center for Hyperbaric Medicine, in recognition of Mr. Knight's continued interest and support of this center, plans an educational forum directed towards the medical profession, concerning the benefits and efficacy of hyperbaric treatment. The HBO Center is now a "preferred referral center" for the Divers Alert Network.

In its first year of activity, the Division of Laryngology, under the direction of Steven Zeitels, M.D., continues to show steady growth. In the Voice and Speech Laboratory, approximately 3,900 patients were seen in Fiscal Year 2000, representing a 7.9 percent increase over the previous fiscal year. To accommodate continued growth, the Voice Laboratory's research space on the 11th floor has been moved to a newly renovated research space on the 4th floor, juxtaposed to the Harris Peyton Mosher Laryngology Research Laboratory. The space previously devoted to clinical research on the 11th floor is now being converted to clinical space to allow expansion of services in laryngology and speech pathology for patients with voice disorders.

Clinical research in the area of voice and speech has concentrated in the development of an improved artificial electro-larynx in conjunction with the W.M. Keck Foundation and also the Veterans' Administration Rehabilitation and Research and Development Division; vocal hyperfunction, supported by NIH, and the development of a portable voice monitor supported by a contract from NIH. The new Laryngology Service includes Drs. Nicolas Bu-Saba, Michael Cunningham, Richard Fabian, William Montgomery, Gregory Randolph, Mark Varvares and Ramon Franco.

Under the direction of Mack Cheney, M.D., there has been an increase in the numbers of facial plastic and reconstructive cases done at the Infirmary from 3 percent of the total OR volume in 1988 to 8 percent in 1999. There were 9,276 patients seen in Fiscal Year 2000 in this subspecialty area. Five new non-hospital based plastic surgeons have been recruited to the staff, and at the present time a search for a hospital based faculty member has begun. The Division is proud to announce its partnership with the R.O.S.E. Fund to provide free care and facial plastic and reconstructive surgery for victims of violence.

Because of increased patient demand for otology services at the Infirmary, a search has commenced to identify a fifth hospital-based otologist/neurotologist.

Aaron Thornton, Ph.D., stepped down as Clinical Director of Audiologic Services as of September 30, 1999. The Department is pleased to announce the recruitment of Sharon Kujawa, Ph.D., from the University of Washington, who will serve as Director of Clinical Audiology beginning in January 2001. Dr. Thornton has stayed on at the Infirmary as a Research Associate to work on a variety of clinically relevant projects, such as a computer audiometry system and new software for evoked response testing. Due to new legislation in Massachusetts requiring follow-up of newborns who have failed screening testing, there has been a significant increase in the patient volume in the area of threshold evoked testing. The Division of Audiology at the Infirmary is responsible for performing all newborn screening at Massachusetts General Hospital and has concluded contracts to provide audiologic consulting at Cambridge Hospital and Emerson Hospital. Those patients identified with significant hearing loss are entered into the Infirmary's aural rehabilitation program, which was developed with the interest and support of Dr. and Mrs. Robert Seamans, their friends and colleagues.

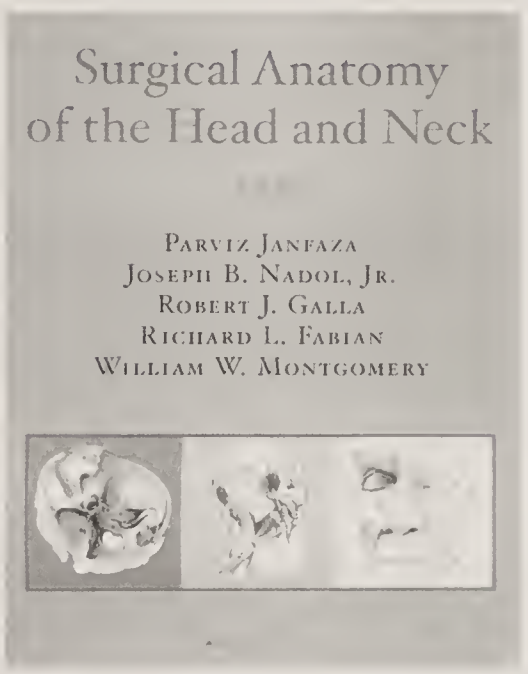
Under the direction of Don Eddington, Ph.D., the Cochlear Implant Research Laboratory has made significant progress this year in perfecting techniques that will be important in designing and implementing cochlear implant systems for both ears. The purpose of this research is to provide binaural hearing for profoundly deaf individuals that will provide important information concerning localization of sound and better speech reception in both quiet and noisy environments. Pilot experimentation accomplished this year is the first to demonstrate in a cochlear implant subject that true sound localization can be achieved.

In the Jenks Vestibular Laboratory, under the direction of Richard Lewis, Ph.D., and Conrad Wall, Ph.D., there has been a 5 percent increase in the number of tests performed for patients with balance disorders. In addition, a new battery of tests specifically designed to evaluate eye movement function has been implemented and is now in pilot use. Full scale clinical testing is expected to be offered during the first quarter of FY2001. Clinical research activities this year include the competitive renewal of a NASA funded project to develop advanced ways of assessing postural and local motor ataxia and the development of a balance prosthesis funded by the W.M. Keck Foundation.

Under the direction of Ron Eavey, M.D., there has been a steady increase in demand for services in the pediatric ENT division. This has provided an opportunity to commence a search for a new hospital-based faculty member specializing in this area. The current members of the Pediatric Service continue to distinguish themselves on an international basis. Dr. Eavey has been chosen as President-Elect of the Inter-American Association of Pediatric Otolaryngology (IAPO). Dr. Eavey continues as the Executive Director of the Latin America Otitis Media Research and Training Program. In addition, Michael Cunningham, M.D., serves as the section chairman for Otolaryngology at the American Academy of Pediatrics. Leila Mankarious, M.D.'s, research work on the development and growth of the cricoid cartilage of the larynx was honored by the presentation of two research awards, one from the Hood Foundation and the other from the Scholars in Medicine at the Harvard Medical School.

We welcome several new members to the professional medical staff, including Daniel Deschler, M.D., on the hospital based staff in head and neck surgery, and John Jarboe, M.D., at the North Suburban Center for Otolaryngology in Stoneham; Drs. Peter Gee, Jonathan Schuster, Richard Bartlett as members of the non-hospital based staff in the area of facial plastic surgery; and Drs. Griffith Hsu, Holly Gallivan, Craig Jones, William Postal as members of the non-hospital based staff in General Otolaryngology. Congratulations to several staff members on their promotions: to the rank of Surgeon, Drs. Peter Friedensohn, Richard Hillel, Dennis Poe, Michael Williams. To the Senior Teaching faculty, Drs. Ed Glinski, Ted Jacobs, Bill Lavelle, Tom Mulvaney and Joe Nadol. Several members of the Staff have retired from medical practice in the year 2000, including Drs. James Howell, Leslie Silverstein, Joe Moretti and Ed Jackson. We wish them every success in their serial careers.

Under the direction of Charles Liberman, Ph.D., the professional staff of the Eaton-Peabody Laboratory (EPL) consists of 14 principal investigators working on aspects of normal hearing mechanisms and disorders of hearing from the middle ear to the cortex. We welcome the addition of Stefan Heller, Ph.D., a molecular biologist from the Rockefeller Institute to our faculty. His new laboratory and the renovated laboratory for Drs. Sewell, Mroz, McKenna and Rauch recently



The Surgical Anatomy of the Head and Neck, written by Parviz Janfaza, Joseph B. Nadol, Jr., Robert J. Galla, Richard L. Fabian and William W. Montgomery, all of the Massachusetts Eye and Ear Infirmary, was published in January 2001. This book is a single source of surgical anatomy of the head and neck and is comprised of more than 900 pages of text and colorful illustrations.

completed construction on the 6th floor of the connecting building. This new laboratory will be part of a neurochemistry and molecular biology unit within the EPL.

With the generous support of Monte and Anne Wallace, Drs. Rosowski and Merchant have successfully implemented a new tool in clinical diagnostics, the so-called laser vibrometer that will, in a non-invasive manner, evaluate the vibration patterns of the eardrum in pre- and postoperative patients to better predict the middle ear pathology and provide correlations with hearing levels. Stephane Maison, Ph.D., a postdoctoral fellow, and Dr. Liberman have developed a methodology to predict vulnerability of ears to acoustic injury based on otoacoustic emissions. This should provide a safe, clinical tool to predict variability and sensitivity in patients and help to prevent noise-induced hearing loss.

Members of the research staff of the Infirmary in Otolaryngology and Ophthalmology have teamed up to successfully compete for Federal funds to purchase a state-of-the-art laser confocal microscope to aid in imaging within the retina and inner ear.

With the support of Dr. Rufus Grason, co-founder of the Grason-Stadler electronics company, the EPL engineers under the direction of David Steffens, are now designing and implementing a new digital data acquisition system that will allow high-rate digital generation of simple and complex acoustic wave forms that should significantly enhance the research capabilities in auditory neurophysiology.

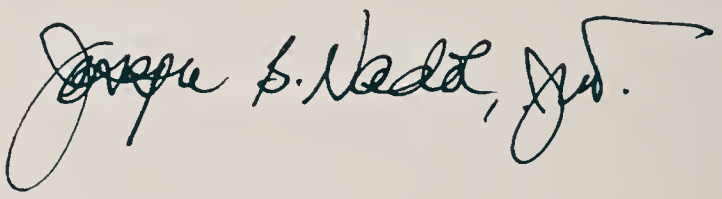
Drs. Jennifer Melcher and Robert Levine have been awarded grants from the Tinnitus Research Consortium, The American Tinnitus Association and the Royal National Institute for Deaf People for their innovative research in applying non-invasive magnetic resonance imaging techniques to the study of tinnitus.

Dr. Susan Voss, who this year was awarded the Eleanor and Miles Shore Fellowship for her continued research in middle ear function at the EPL, has been appointed as an Assistant Professor at Smith College in the new Picker School for Engineering Sciences. She will continue her research work at the EPL.

The principal goal for the coming year is the recruitment of a senior researcher in the area of regeneration of the inner ear and the development of a new molecular biology laboratory to support this effort. We are very grateful for the continued support of Sol and Georgette Boucai and their son, Rob, in the fundraising efforts that will be critical to achieving this goal.

The Department serves as a primary clinical venue for residency training in otolaryngology in conjunction with colleagues at Children's Hospital, Brigham and Women's Hospital and Beth Israel Deaconess Medical Center. In FY2000 there were 20 research fellows and 4 clinical fellows trained in the Department. In addition, the Visiting Colleague Program, directed by Dr. Eavey, attracted 20 colleagues this year from 14 countries to the clinical and research facilities at the Infirmary.

The Department wishes to thank its patients, staff, and the Board of Directors for their confidence, help and support for making this a busy and successful year.



Joseph B. Nadol, Jr., M.D.
Chief of Otolaryngology

Thanks to the generous support of Monte and Anne Wallace, Saumil Merchant, M.D., and John Rosowski, Ph.D., are able to use a Laser Doppler Interferometer, which non-invasively evaluates the vibration patterns of the eardrum. This laser device is one of only a handful worldwide for clinical measurements, and the only one in the northeast.

Massachusetts Eye and Ear Infirmary

THE 21ST CENTURY FUND

DELIVERING *on* OUR PROMISE

21st Century Fund Campaign Ends on a High Note

The most significant fund-raising achievement for FY2000 was exceeding the intended goal of $50 million for the 21st Century Fund campaign, with more than $51.3 million raised. The overall fund-raising achievement for FY2000 reached its second highest level in recent history, $8,845,000, surpassing the $7 million goal. In addition to the Reynolds Society Dinner and the Campaign Victory Celebration, the following special events were held: a "friend-raiser" at the home of Alan and Sherry Leventhal; the annual dinner of the 49ers; a fundraiser for hearing loss at the home of Sol and Georgette Boucai; and the Grand Opening of the Retina Research Institute.

Rob (left), Sol (center) and Georgette Boucai (right).

Reynolds Society Dinner

Held at the Fairmont Copley Plaza hotel on October 27, the 14th Annual Reynolds Society Dinner was an evening to remember. It was the largest, most successful Dinner in recent memory. Reynolds membership increased to 497, and almost half were in attendance. Long-time friend and trustee of the Infirmary, Robert T. P. Storer, Jr., became the new Chairman of the Reynolds Society.

Reynolds Society Achievement Aw
recipients Robert Mehrman (left), M
Runyan (center) with guest Matthe
Lonegren and host Jack Williams (

Jack Williams presents Paul Hammerschlag, M.D., with a Reynol Society Achievement Award.

Achievement Awards were presented to three outstanding recipients: Paul Hammerschlag, M.D., Robert Mehrman, and Marla Runyan. Paul Hammerschlag, M.D., is an otologist, an alumnus of MEEI and is profoundly deaf. Despite his disability, Dr. Hammerschlag has achieved enormous successes. Robert Mehrman is a veteran sports announcer who developed cancer of the larynx after years of smoking. Today, Mr. Mehrman has devoted his life to an anti-smoking campaign targeted at school-aged children across the country. Marla Runyan is a legally blind, U.S. Olympic runner in the 1,500 meter race.

Best Hospitals Survey

For the tenth consecutive year, the Massachusetts Eye and Ear fnfirmary was named one of America's Best Hospitals by U.S. News & World Report. The Infirmary was ranked third in the category of Ear, Nose and Throat and Fourth in Eyes.

Anthony P. Adamis, M.D., (left) and Curt Smith (right) cut the ribbon signifying the opening of the new angiogensis laboratory.

Retina Research Opening

The Retina Research Institute for Macular Degeneration and Diabetic Retinopathy (RRI) was officially launched on September 13 with a ribbon cutting ceremony. The RRI will focus its efforts on macular degeneration and diabetic retinopathy by creating a long-term, comprehensive research program to develop new treatments and preventative measures for these two leading causes of adult-onset blindness. The RRI was made possible through the generosity of many Infirmary friends.

Community Benefits

As the needs of our community changes and expands, so does the Infirmary's Community Benefits Program. Once again, the Infirmary conducted free vision screenings at its "adopted" school, the Neighborhood House Charter School in Dorchester, MA. Almost 200 children benefited from these services. Infirmary doctors also attended a health fair given by the Hanover Council on Aging. The doctors screened elderly patients for age-related ocular diseases.

The Infirmary partnered with the R.O.S.E. Fund, which stands for Regaining One's Self Esteem. The R.O.S.E. Fund is an organization that helps victims of domestic violence. The doctors of the Facial and Cosmetic Surgery Center donated their time and services to help more than six women and children. These services not only correct the physical scars, but also help heal the invisible ones.

Jean E. Ramsey, M.D., screens a child for vision problems at the Neighborhood House Charter School.

Jeanne Benoit, Vice President for Human Resources (center), accepts an award on behalf of the fnfirmary. MEEf was recognized by Gov. A. Pauf Ceffucci for its commitment to empfoy mature workers.

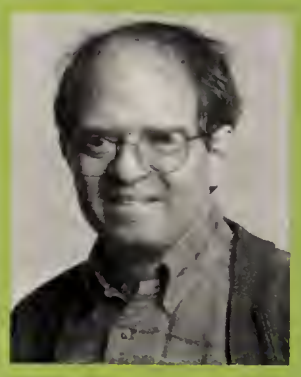
2000 EMPLOYEE STARS

JANUARY

Andrea Zweibel, Otolaryngology Staff Assistant

MAY

Julie Arruda, Imaging Specialist



SEPTEMBER

Ed Devore, File Clerk

FEBRUARY

William Cargill, Phlebotomist

JUNE

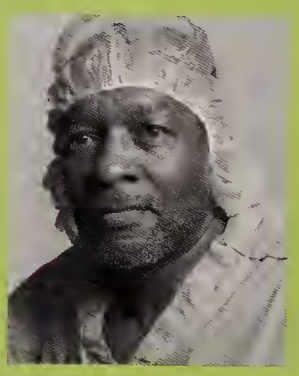
Marc Prettenhofer, Supervisor Systems and Billing

OCTOBER

Suzy Donley, Development Supervisor

MARCH

Carolyn Carlson, Research Compliance Officer



JULY

Richard McCall, Patient Operations Assistant

NOVEMBER

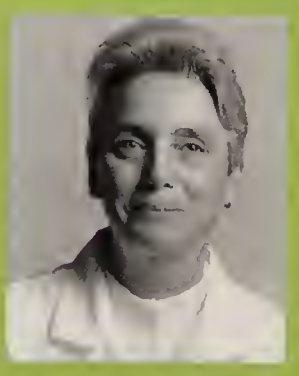
Michael Scott, Clinical Reimbursement Specialist

APRIL

Gregory J. Donnelly, Manager, Facility Safety, Security and Customer Services

AUGUST

Susan Bottafuoco, Systems Technician



DECEMBER

Roberta McGee, Ophthalmic Assistant

Massachusetts Eye and Ear Infirmary

Statistical Report

Fiscal Year 2000

Inpatient Hospital 42 Beds	DISCHARGES	
	Eye Discharges	400
	ENT Discharges	1,506
	Total	**1,906**
	Patient Days	7,222
	Average Length of Stay	3.79
Surgical Procedures	INPATIENT SURGERY	
	Eye Cases	365
	ENT Cases	1,137
	Total	**1,502**
	AMBULATORY SURGERY	
	Eye Cases	13,562
	ENT Cases	6,300
	Total	**19,862**
	Total Surgical Procedures	**21,364**
	Ambulatory Surgical Cases Utilizing Observation Service	3,455
Outpatient Department	OPHTHALMOLOGY:	
	General Eye	17,038
	Glaucoma	9,830
	Cornea	6,589
	Retina (including Immunology)	18,160
	Neuro-Ophthalmology	4,529
	Pediatric Ophthalmology and Strabismus	3,152
	Eye Plastic	2,709
	Electroretinography	3,214
	Vision Rehabiliation	3,278
	Contact Lens	5,147
	Methuen Center	3,131
	Somerville Center	3,869
	Stoneham Center	3,300
	Brigham and Women's Center	13,892
	Brockton	193
	Total	**98,031**
	OTOLARYNGOLOGY:	
	Infirmary	39,293
	Stoneham Center	11,810
	Quincy Center	15,420
	Wellesley Center	6,683
	Framingham Center	2,473
	Total	**75,679**
	Total Outpatient Visits	**173,710**
Emergency Room	Total Visits	27,584
Special Services	AUDIOLOGY DEPARTMENT:	
	Outpatient Visits	12,549
	Hearing Aid Center	2,548
	Evoked Response	1,048
	Newborn Audiology Screenings	3,155
	RADIOLOGY DEPARTMENT:	
	Convential Exams	4,195
	CT Scan	6,989
	MRI	4,090
	LABORATORIES:	
	Bacteriology (Cultures)	11,690
	Clinical Lab (Procedures)	85,598
	ENT Pathology (Specimens)	11,693
	Eye Pathology (Specimens)	3,874
	Frozen Section Laboratory	2,056
	Electrocardiograms	4,193
	Flourescein Angiography	11,668
	Occupational Therapy	1,670
	Optical Shop	9,543
	Ultrasonography	3,773
	Vestibular Laboratory	2,462
	Voice and Speech Laboratory	9,006
	Hyberbaric Oxygen Treatments	1,828

2000 FINANCIAL STATEMENTS

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet

as of September 30, 2000

ASSETS	
Current Assets	
Cash and Cash Equivalents	5,293,708
Assets Whose Use is Limited Under Indenture Agreement (Required for Current Liabilities)	1,175,849
Patient Accounts Receivable (Less Allowance for Doubtful Accounts $6,751,531)	21,205,715
Other Current Assets	3,150,915
Total Current Assets	**30,826,187**
Assets Whose Use Is Limited	
Funded Depreciation	447,774
Special Cash Reserves	11,657,017
Funds Held for Research	422,205
Under Indenture Agreement	4,556,083
Total Assets Whose Use is Limited	**17,083,079**
Investments	88,222,702
Pledges Receivable	1,982,511
Remainder Interest in Charitable Trusts	2,699,311
Beneficial Interest in Trust	15,784,699
Property, Plant & Equipment (Net of Depreciation of $105,720,898)	72,070,557
Other Assets	
Intangible Assets (Net of Amortization of $511,275)	1,185,318
Deposits	470,800
Total Assets	**230,325,164**

LIABILITIES AND NET ASSETS	
Current Liabilities	
Current Portion of Long-Term Debt and Capital Leases	3,326,890
Accounts Payable and Accrued Expenses	13,549,864
Accrued Interest	453,785
Estimated Settlements with Third Party Payors	4,369,752
Total Current Liabilities	**21,700,291**
Long-Term Debt, Less Current Portion	41,136,380
Accumulated Post-Retirement Benefit Obligation	511,627
Professional Liability Reserve	1,967,386
Accrued Pension Costs	4,060,735
Annuities and Unitrusts Payable	502,503
Total Liabilities	**69,878,922**
Net Assets	
Unrestricted for General Operations	51,780,340
Board Designated	24,508,711
Total Unrestricted Net Assets	76,289,051
Temporarily Restricted	39,002,797
Permanently Restricted	45,154,394
Total Net Assets	**160,446,242**
Total Liabilities and Net Assets	**230,325,164**

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Statement of Revenue and Expense of the General Funds

as of September 30, 2000

NET PATIENT REVENUE	
Net Patient Service Revenue	95,986,203
OTHER OPERATING REVENUE	
(Including $15,228,384 from Research, Contributions and Grants	26,792,936
Total Operating Revenue	**122,779,139**
OPERATING EXPENSES	
Patient Care and Clinical	88,528,397
General and Administrative	19,389,724
Research	15,597,689
Education	1,585,144
Total Operating Expenses	**125,100,954**
Deficit of Revenues over Expenses Before Prior Years' Reserves	(2,321,815)
Reduction of Prior Years' Reserves	2,941,680
Income from Operations	619,865
Other Gains	3,740,224
Excess of Revenues Over Expenses	4,360,089
Other Support	1,805,252
Increase in Unrestricted Net Assets	6,165,341
In addition, the Foundation received the following restricted funds income:	
Gifts and Bequests	1,486,847
INVESTMENT INCOME:	
Interest and Dividends	396,619
Realized Gains on Investments	6,614,122
Unrealized Gain on Investments	1,004,929
Gain on Beneficial Interest in Trust	1,829,921

A copy of the audited financial statements is available upon request from the Office of Public Affairs, (617) 573-3340.

MEDICAL STAFF

DEPARTMENT OF ANESTHESIOLOGY

Active Staff

Chief of Anesthesiology
John V. Donlon, Jr., M.D.

Anesthesiologists
John V. Donlon, Jr., M.D.
Malcolm J. Heslop, M.D.
Jin Woo Kim, M.D.

Associate Anesthesiologists
Tuan Zuan Nghiem, M.D.
Janine T. Rodrigues-Saldanha, M.D.
Lily G. Tabbal, M.D.

Assistant Anesthesiologists
Joseph Bayes, M.D.
Brian D. Blondin, M.D.
Agata A. Boland, M.D.
Nancy L. Gessner, M.D.
Gail D. Grunberg, M.D.
Lauren G. Looner, M.D.
Ilya Malikin, M.D.
Vivian Toney, M.D.
Gabrielle F. Troll, M.D.
Xiangwei Zhang, M.D.

Active Staff (Part-time)
Rebecca J. Leong, M.D.

MEDICAL UNIT

Chief of Medical Unit
Robert A. Hughes, M.D.

Medical Unit Staff
Jonathan S. Bogan, M.D.
Carol Ehrlich, M.D.
Wesley Fairfield, M.D.
Robert Hughes, M.D.
Barrett Kitch, M.D.
Benjamin Leder, M.D.
John Lepore, M.D.
Herbert Lin, M.D.
Peter Linde, M.D.
Gerard Nau, M.D.
Philip Norris, M.D.
John Poneros, M.D.
Albert Shaw, M.D.
Ravi Thadhani, M.D.
Jon Von Visger, M.D.
Jatin Vyas, M.D.
Ramnik J. Xavier, M.D.

Infectious Disease Service
Marlene L. Durand, M.D.

DEPARTMENT OF OPHTHALMOLOGY

Chief of Ophthalmology
Frederick A. Jakobiec, M.D., D. Sc. (Med.)

Associate Chiefs of Ophthalmology
Dimitri T. Azar, M.D.
Donald J. D'Amico, M.D.
John I. Loewenstein, M.D.
Vincent J. Patalano II, M.D.
Subhransu K. Ray, M.D., Ph.D.

Active Staff

Surgeons in Ophthalmology
Ann M. Bajart, M.D.
A. Robert Bellows, M.D.
Eliot L. Berson, M.D.
Robert J. Brockhurst, M.D.
Sheldon M. Buzney, M.D.
Donald J. D'Amico, M.D.
Richard L. Dallow, M.D.
Claes H. Dohlman, M.D.
Thaddeus P. Dryja, M.D.
Elliot M. Finkelstein, M.D.
Richard P. Floyd, M.D.
C. Stephen Foster, M.D.
Anthony J. Fraioli, M.D.
Albert R. Frederick Jr., M.D.
Robert A. Gorn, M.D.
Evangelos S. Gragoudas, M.D.
Arthur S. Grove, M.D.
Tatsuo Hirose, M.D.
Frederick A. Jakobiec, M.D.
Kenneth R. Kenyon, M.D.
Mohandas M. Kini, M.D., Ph.D.
Joel A. Kraut, M.D.
Arnold J. Kroll, M.D.
Deborah P. Langston, M.D.
Simmons Lessell, M.D.
John I. Loewenstein, M.D.
Peter L. Lou, M.D.
J. Wallace McMeel, M.D.
Edward B. Murphy, Jr., M.D.
Ronald C. Pruett, M.D.
Delia N. Sang, M.D.
Johanna M. Seddon, M.D.
Roger F. Steinert, M.D.
Felipe I. Tolentino, M.D.
David S. Walton, M.D.
John J. Weiter, M.D.
Michael S. Wiedman, M.D.

Associate Surgeons
Anthony P. Adamis, M.D.
Dimitri T. Azar, M.D.
Don C. Bienfang, M.D.
Gary E. Borodic, M.D.
Michael A. Chang, M.D.
Eugene C. Ciccarelli, M.D.
Leo T. Chylack, Jr., M.D.
Maryanna Destro, M.D.
Alexander R. Gaudio, M.D.
Philip J. Harris, M.D.
David S. Hutchison, M.D.
James R. Lee, M.D.
Robert A. Lytle, M.D.
Howard Marton, M.D.
Craig A. McKeown, M.D.
Joan W. Miller, M.D.
Shizuo Mukai, M.D.
Michael K. Pinnolis, M.D.
Joseph F. Rizzo III, M.D.
James W. Rosenberg, M.D.
Peter A. D. Rubin, M.D.
Edward A. Ryan, M.D.
Bradford J. Shingleton, M.D.
Jonathan H. Talamo, M.D.
Trexler M. Topping, M.D.
Daniel J. Townsend, M.D.
John J. Woog, M.D.
Lucy H. Y. Young, M.D., Ph.D.

Assistant Surgeons
Maida P. Antigua, M.D.
Paul G. Arrigg, M.D.
Jorge G. Arroyo, M.D.
Nathalie F. Azar, M.D.
Romeo K. Chang, M.D.
Kathryn Colby, M.D., Ph.D.
M. Reza Dana, M.D., M.P.H.
Eric G. Endo, M.D.
Richard H. Feit, M.D.
Macie Finkelstein, M.D.
Andrew J. Gillies, M.D.
Evan B. Gold, M.D.
Edward F. Goodman, M.D.
Cynthia Grosskreutz, M.D., Ph.D.
Paul L. Gunderson, M.D.
Bonnie An Henderson, M.D.
Mark S. Hughes, M.D.
Kevin J. Kaufman, M.D., Ph.D.
Ernest W. Kornmehl, M.D.
Mark A. Latina, M.D.
David G. Lotufo, M.D.
Mariana D. Mead, M.D.
Louis R. Pasquale, M.D.
Steven M. Patalano, M.D.
Vincent J. Patalano II, M.D.
David G. Perkins, M.D.
Roberto Pineda II, M.D.
Claudia U. Richter, M.D.
Francis C. Sutula, M.D.
David M. Tracy, M.D.
Richard S. Weinhaus, M.D.
Susan Wong, M.D.
Gloria Wu, M.D.

Assistants in Ophthalmology
Teresa C. Chen, M.D.
John B. Constantine, M.D.
Sandra L. Cremers, M.D.
Mark Dacey, M.D.
David E. Eisenberg, M.D.
Aaron M. Fay, M.D.
Suzanne Freitag, M.D.
Jo-Ann E. Haney-Tilton, M.D.
Mary Elizabeth Hartnett, M.D.
Jeffrey Heier, M.D.
Deborah S. Jacobs, M.D.
Mark C. Kuperwaser, M.D.
Robert T. Lacy, M.D.

Richard Low, M.D.
Mary Jane McCarron, M.D.
Ann McColgin, M.D.
Samir Melki, M.D.
Mei Mellott, M.D.
Michael G. Morley, M.D.
Dale C. Oates, M.D., Ph.D.
Jean Ramsey, M.D.
Peter A. Rapoza, M.D.
P. David Reese, M.D.
Martin D. Richler, M.D.
Neal G. Snebold, M.D.
William Stinson, M.D.
Jeffrey L. Taveras, M.D.
Lynnette Watkins, M.D.
Lawrence E. Weene, M.D.
Janey Lee Wiggs, M.D., Ph.D.

Associate Staff

Surgeons
Harry E. Braconier, M.D.
H. MacKenzie Freeman, M.D.
Stephen J. Fricker, M.D.
B. Thomas Hutchinson, M.D.
Byron S. Lingeman, M.D.

Associate Surgeons
Chester J. Boulris, M.D.

Assistant Surgeons
Jeffrey P. Gilbard, M.D.
David S. Greenseid, M.D.
Alex Jalkh, M.D.
Ruthanne B. Simmons, M.D.

Assistants in Ophthalmology
Frederick C. Armbruster, M.D.
Tad D. Baum, M.D.
Paul E. Beade, M.D.
Jean-Bernard Charles, M.D.
Kenneth Chern, M.D.
Robert J. D'Amato, M.D., Ph.D.
Elizabeth Daher, M.D.
Deborah S. Eappen, M.D.
C. Douglas Evans, M.D.
Bruce J. Gillers, M.D.
David Guyette, M.D.
Robert Haimovici, M.D.
Mami Iwamoto, M.D.
Eddie Kadrmas, M.D.
Joseph C. Kim, M.D.
Daniel Laby, M.D.
Kameran Lashkari, M.D.
Edward F. McCarthy, M.D.
M. Lisa McHam, M.D.
Michael A. Piacentini, M.D.
Bernard Schwartz, M.D., Ph.D.
Jill A. Smith, M.D.
Thomas C. Smith, M.D.
Jeffrey Sorkin, M.D.
Gerard Tanguilig, M.D.
Lois M. Townshend, M.D.
James Umlas, M.D.
Kuldip K. Vaid, M.D.
Paul J. Wasson, M.D.

Courtesy Staff

Surgeons
George E. Garcia, M.D.

Associate Surgeons
Frank Berson, M.D.
Ralph H. Hinckley, M.D.
Brent Lambert, M.D.
Robert A. Petersen, M.D.
Perry Rosenthal, M.D.
Clement Trempe, M.D.

Assistant Surgeons
Mark B. Abelson, M.D.
Claudia A. Arrigg, M.D.
C. Davis Belcher III, M.D.
Eric Johnson, M.D.
Jay Kaufman, M.D.
Ernst J. Meyer, M.D.
Carmen A. Puliafito, M.D.
Donald W. Putnoi, M.D.
Leon L. Remis, M.D.
Theodore Renna, M.D.

Assistants in Ophthalmology
Jules L. Baum, M.D.
Michael J. Bradbury, M.D.
Joseph F. Burke, M.D.
Jerome Catalino, M.D.
Richard A. Dornfeld, M.D.
Jay S. Duker, M.D.
Bishara Faris, M.D.
Edward Feinberg, M.D.
George T. Frangieh, M.D.
Jeffrey Gallo, M.D.
David S. Gendelman, M.D.
Kweku Ghartey, M.D.
Wilson Horsley, M.D.
Nabil I. Jarudi, M.D.
Mandi Z. Kunen, M.D.
Vicki Kvedar, M.D.
Joseph J. Levy, M.D.
Shelley G. McKee, M.D.
Mehul C. Mehta, M.D.
Clifford M. Michaelson, M.D.
Timothy J. Murtha, M.D.
Steven A. Nielsen, M.D.
Michael J. Price, M.D.
Michael B. Raizman, M.D.
Lawrence I. Rand, M.D.
Elias Reichel, M.D.
Deborah Schlossman, M.D.
Joel Schuman, M.D.
Sabera T. Shah, M.D.
Sarkis H. Soukiasian, M.D.
Ernest A. Sutcliffe, M.D.
John V. Thomas, M.D.
Stewart J. Turner, M.D.
Eliane Uninsky, M.D.
George A. Violin, M.D.
Stephen A. Youngwirth, M.D.
Mandi Zaltas, M.D.
Deborah E. Zuckerman, M.D.

Emeritus Staff

Surgeons in Ophthalmology
Jack F. Bowers, M.D.
John M. Carroll, M.D.
Thomas P. Cronin, M.D.
John R. Gehring, M.D.
Eeva-Liisa Martola, M.D.
John G. Sebestyen, M.D.
Richard J. Simmons, M.D.

Assistant Surgeon
Peter B. Mooney, M.D.

Assistants in Ophthalmology
Firmon E. Hardenbergh, M.D.
Bernard Schwartz, M.D., Ph.D.

Honorary Staff

Senior Honorary Surgeon
Irving L. Pavlo, M.D.

Surgeons
Ephraim Friedman, M.D.
Alfred W. Scott, M.D.

Associate Surgeons
Paul F. Vinger, M.D.

Assistant in Ophthalmology
Robert B. Cook, M.D.

Consulting Staff

Associate Surgeons
Lloyd M. Aiello, M.D.
Richard Robb, M.D.

Assistant Surgeon
David Miller, M.D.

Clinical Fellows

Mehran Afshari, M.D.
Nasrin Afshari, M.D.
Arash J-S. Ahmadi, M.D.
Jayakrishna Ambati, M.D.
Michelle Banks, M.D.
Eli Chang, M.D.
David Chu, M.D.
Eric Dudenhoefer, M.D.
Danny Gauthier, M.D.
Manjot Gill, M.D.
Arun Jain, M.D.
Sandeep Jain, M.D.
Erik Kruger, M.D.
Derek B. Lauritzen, M.D.
Eugene S. Lit, M.D.
Richard J. Maw, M.D.
Shahzad Mian, M.D.
Quan Nguyen, M.D.
Victor Perez, M.D.
Prithvi Sankar, M.D.
Kimberly Sippel, M.D.
Kailenn Tsao, M.D.
Ayman Youssri, M.D.
David Zacks, M.D.

International Clinical Fellows

Pik Cha Chan-Uy, M.D.
Yuka Morita, M.D.
Anthony Tumbocon, M.D.

Research Associates

Meredithe L. Applebury, Ph.D.
Vadim Y. Arshavsky, Ph.D.
Oleg Bulgakov, Ph.D.
Polina Lishko, Ph.D.
Clint L. Makino, Ph.D.
Jarema Malicki, Ph.D.
Tara McMullen, Ph.D.
Francesca Pignoni, Ph.D.
Dorothy J. Roof, Ph.D.
Michael A. Sandberg, Ph.D.
King To, M.D.

Laboratory renovations resulted in a new neuro-chemistry and molecular biology unit in the Eaton-Peabody Laboratory. This renovated space houses (from left to right) William Sewell, Ph.D., Kris Kristiansen, Michael McKenna, M.D., Steven Rauch, M.D., and Edmund Mroz, Ph.D. A lab was also created on the same floor for Stefan Heller, Ph.D., for his work on molecular genetics of hearing and deafness.

Research Fellows

Robert E.T. Ang, M.D.
Jalmal Al-Murajan, M.D.
Nathalie Collignon, M.D.
Jun Chen, M.D.
Margaret DeAngelis, M.D.
O. Geoffrey Doerre, Ph.D.
Khyyam Durrani, M.D.
Eric Ezra, M.D.
Eric E. Gabison, M.D.
Jie Gao, Ph.D.
Eustratios Gotzaridis, M.B.B.S.
Stephanie A. Hagstrom, Ph.D.
Tomoki Isayama, Ph.D.
Antonia M. Joussen, M.D.
Yuichi Kaji, M.D., Ph.D.
Takuji Kato, M.D.
Bilal Khan, M.D.
Matthias Krause, M.D.
Magdalena Krzystolik, M.D.
Tomoko Kure, M.D.
Eric Letko, M.D.
Hsin Chiung Lin, M.D.
Virve A. Luukka, Ph.D.
Elisabetta Miserocchi, M.D.
Kazuaki Miyamoto, M.D.
Jonathan Moore, M.D.
Hiroyuki Morimura, M.D.
Yasufumi Moromizato, M.D.
Vicente V. Ocampo, M.D.
Mina Pantcheva, M.D.
Prasad Panthagani, M.B.B.S.
Harold Pariser, Ph.D.
Vassiliki Poulaki, Ph.D.
Cinthia Proano, M.D.
Zlatko Pujic, Ph.D.
Wenying Qin, D.V.M.
Reem Renno, M.D.
Carlo Rivolta, M.D.
Manolette Roque, M.D.
Mohamed Shahin, M.D.
Dror Sharon, Ph.D.
Hogara Taguchi, M.D.
Yoshiko Terada, M.D.
Nattaport Tesavibul, M.D.
Tomohiko Usui, M.D.
Xiangyun Wei, Ph.D.
Hiroyuki Yamamoto, M.D., Ph.D.
Kenji Yamashiro, M.D.

Residents

Balamurali Ambati, M.D.
Sheila Borboli, M.D.
Cindy Wang Chao, M.D., Ph.D.
Sherleen Chen, M.D.
Nicoletta Fynn-Thompson, M.D.
Liane Glazer, M.D.
Lynn Halpern, M.D., Ph.D.
Mark Hatton, M.D.
Deeba Husain, M.D.
Ivana Kim, M.D.
Matthew S. Lawrence, M.D., Ph.D.
Ming Lu, M.D., Ph.D.
Joseph Ma, M.D.
Mark Rosenblatt, M.D., Ph.D.
Tueng Shen, M.D.
Christopher Starr, M.D.
Erich Strauss, M.D.
Jennifer Sun, M.D.
Manoj Thakker, M.D.
Demetrios Vavvas, M.D., Ph.D.
Sonia Yuen, M.D., Ph.D.

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Edward B. Murphy, Jr., M.D.,
Co-Director
Bonnie An Henderson, M.D.,
Co-Director

Corneal & Refractive Surgery Service
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Director

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Donald J. D'Amico, M.D.,
Director

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Eliot L. Berson, M.D.,
Director

Eye Emergency Service
Lynnette Watkins, M.D.,
Director

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Johanna M. Seddon, M.D.,
Director

Glaucoma Consultation Service
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Co-Director
Louis R.Pasquale, M.D.,
Co-Director

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C. Stephen Foster, M.D.,
Director

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Steven M. Patalano, M.D.,
Co-Director
Vincent J. Patalano II, M.D.,
Co-Director

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Vincent J. Patalano II, M.D.,
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Vincent J. Patalano II, M.D.,
Co-Director

Eye Trauma Service
Eugene Lit, M.D.,
Director (7/1/99-6/30/00)
Subhransu K. Ray, M.D., Ph.D.,
Director (7/1/00-present)

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King To, M.D.

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Acting Director
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Vadim Y. Arshavsky, Ph.D.
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Johanna M. Seddon, M.D.,
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Thaddeus P. Dryja, M.D.,
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Dennis S. Poe, M.D.
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Edward J. Reardon, M.D.
Salah D. Salman, M.D.
Michael A. Williams, M.D.

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David M. Bowling, M.D.
Nicolas Y. BuSaba, M.D.
John B. Lazor, M.D.
Leila A. Mankarious, M.D.
Gregory W. Randolph, M.D.
Eric H. Stein, M.D.

Pathologist
Ben Z. Pilch, M.D.

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Daniel G. Deschler, M.D.
David A. Kieff, M.D.
James A. Rocco, M.D., Ph.D.
Mark F. Rounds, M.D.

Assistant in Otolaryngology (Neurology)
Robert A. Levine, M.D.

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Jessica Fewkes, M.D.

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Marvin P. Fried, M.D. (LOA)
Bruce R. Gordon, M.D.
Ivo P. Janecka, M.D.
Trevor J. McGill, M.D.
Jo Shapiro, M.D.
J. Nicholas Vandemoer, M.D.

Assistant Surgeons
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David M. Vernick, M.D.

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Richard A. Bartlett, M.D. (plastics)
Neil Bhattacharyya, M.D.
Jean M. Bruch, M.D.
David S. Caradonna, M.D.
Jane R. Clark, M.D.
K. Holly Gallivan, M.D.
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Sapideh Gilani, M.D.
Laura A. Goguen, M.D.
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William S. Postal, M.D.
Melissa Schneider, M.D. (plastics)
Jonathan Schuster, M.D. (plastics)
Sheldon Sevinor, M.D. (plastics)

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Matthew J. Jackson, M.D.

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Robert Ojemann, M.D.

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Jeffrey A. Blair, M.D.
David Brown, M.D.
Alasdair K. Conn, M.D.
Erik Shank, M.D.
Robert L. Sheridan, M.D.
Stephen H. Thomas, M.D.

Consultant in Oral/Maxillofacial Surgery
John Buehler, M.D., D.M.D.
Leonard B. Kaban, M.D., D.M.D.
David Keith, M.D., D.M.D.
Carol Lorente, D.M.D.
Bonnie Padwa, M.D., D.M.D.
C. Randy Todd, M.D., D.M.D.
Joseph Wilkes, M.D., D.M.D.

Consulting Staff

Consultant in Allergy and Immunology
Richard A. Moscicki, M.D.

Consultant in Dermatology
Oon T. Tan, M.D.

Consultant in Radiation Oncology
Paul G. McKeough, M.D.

Courtesy Staff

Associate Surgeons
Robert P. Cipro, M.D.
Joseph F. DiTroia, M.D.
Ely A. Kirschner, M.D.
Clarence E. Kylander, M.D.
Peter Van Orman, M.D.

Assistant Surgeons
Fred G. Arrigg, M.D.
Stuart H. Bentkover, M.D.
Pamela D. Dana, M.D.
Edward Donovan, M.D.
Terry J. Garfinkle, M.D.
Usama S. Hamdan, M.D.
James P. Hughes, M.D.
Ralph A. Iannuzzi, M.D.
Charles J. Leidner, M.D.
John B. Liland, M.D.
Joseph H. Oyer, M.D.
Jonathon S. Sillman, M.D.
Stephen A. Smith, M.D.
H. Dennis Snyder, M.D.

Assistants in Otolaryngology
Seema Byahatti, M.D.
James L. Demetroulakos, M.D.
Maynard C. Hansen, M.D.
Griffith S. Hsu, M.D.
Cheong H. Kim, M.D.
Kathryn A. Ryan, M.D.
Robert A. Stern, M.D.

Consultant in Oral/Maxillofacial Surgery
Meredith August, M.D., D.M.D.

Honorary Staff

Surgeons
Roy A. Johnson, M.D.
Robert E. Klotz, M.D.
John M. Kurkjian, M.D.

Associate Surgeon
William G. Lavelle, M.D.

Associate Surgeon (Neurology)
Alfred D. Weiss, M.D.

Emeritus Staff

Surgeons
Robert H. Freedman, M.D.
William L. Hayden, M.D.
Alfred L. Hurst, M.D.
Joseph A. Moretti, M.D.

David L. Pierce, M.D.
John C. Trakas, M.D.

Senior Consulting Surgeon
J. Charles Drooker, M.D.

Research Fellows
Osama Abdel-Rasek, M.D.
Ashraf Abou-Halawa, M.D.
Pascal Bang, M.D.
Ronald DeVenecia, M.D., Ph.D.
Ricardo Godinho, M.D.
Wangsong Gong, B.S.
Keiko Hirose, M.D.
Isabelle Israel, Ph.D.
Tae Gee Jung, M.D.
Dipti Kamani, M.D.
Syed Kamil, M.D.
Erna Kentala, M.D., Ph.D.
Ivan Keogh, M.D.
Gabor Keresztes, Ph.D.
Derrick Lin, M.D.
Stephane Maison, Ph.D.
Mahmud Ridzo, M.D.
Nadia Spanou, M.D.
Fabio Thiers, M.D.
Anke Tropitzsch, M.D.
Yong Wang, Ph.D.
W. Matthew White
Lionel Zupan, Ph.D.

Clinical Fellows
K. Paul Boyev, M.D.
Mathew Cosenza, D.O.
John K. Jarboe, M.D.
Steven Oberlender, M.D.
Jeffrey Spiegel, M.D.

Residents
Dan Alam, M.D.
Jeannie Chung, M.D.
Daryl Colden, M.D.
Anthony DelaCruz, M.D.
Frank Fechner, M.D.
Theresa Hadlock, M.D.
Craig Jones, M.D.
Jennifer Kim, M.D.
Ju Kim, M.D.
L. Mike Nayak, M.D.
Pratik Pradhan, M.D.
Shilpa Reddy-Deshmukh, M.D.
Michael Rho, M.D.
Noah Siegel, M.D.
Feodor Ung, M.D.
Kenneth Whittemore, M.D.
Molly Zirkle, M.D.

Services

Audiological Services
Ellen O'Neil, Ph.D.,
Acting Director

Auditory Evoked Response
Joseph B. Nadol, Jr., M.D.,
Medical Director

Endoscopy Service
William W. Montgomery, M.D.,
Director

ENT Emergency Service
Mack L. Cheney, M.D.,
Director

Facial Plastics and
Reconstructive Surgery Service
Mack L. Cheney, M.D.,
Director

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Michael J. McKenna, M.D.,
Director

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Gregory W. Randolph, M.D.,
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Oncology Service
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Director

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Richard L. Fabian, M.D.,
Director

Intermediate Care Unit
Richard L. Fabian, M.D.,
Director

Jenks Vestibular
Diagnostic Laboratory
Richard E. Lewis, M.D.,
Medical Director

Laryngology Service
Steven M. Zeitels, M.D.,
Director

MGH/MEEI Cranial Base Center
Joseph B. Nadol, Jr., M.D.,
Co-Medical Director

Medical Student Education
Steven D. Rauch, M.D.,
Coordinator

Otolaryngologic Pathology Service
Ben Z. Pilch, M.D.,
Director

Otology Service
Joseph B. Nadol, Jr., M.D.,
Director

Pediatric Otolaryngology Service
Roland D. Eavey, M.D.,
Director

Sinus Center
Salah D. Salman, M.D.
Director

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Director
William W. Montgomery, M.D.,
Medical Director
Steven M. Zeitels, M.D.,
Associate Medical Director

Walk-In Service
Gregory W. Randolph, M.D.,
Director

Research Staff

Amelia Peabody
Otoimmunochemistry Laboratory
Joe C. Adams, Ph.D.,
Director

Audiology
Aaron R. Thornton, Ph.D.
Chris Halpin, Ph.D.
Barbara S. Hermann, Ph.D.

Clinical Outcomes Research Unit
Richard E. Gliklich, M.D.,
Director

Cochlear Implant
Research Laboratory
Donald K. Eddington, Ph.D.,
Director
Darlene Ketten, Ph.D.
Joseph Tierney, S.M.

Eaton-Peabody Laboratory of
Auditory Physiology
M. Charles Liberman, Ph.D.,
Director
Louis Braida, Ph.D.
M. Christian Brown, Ph.D.
Peter Cariani, Ph.D.
Steven Colburn, Ph.D.
Bertrand Delgutte, Ph.D.
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John J. Rosowski, Ph.D.
Christopher Shera, Ph.D.
Mark Tramo, M.D., Ph.D.
Thomas F. Weiss, Ph.D.
F. Ishmael Stefanov-Wagner,
Research Support Engineer
David A. Steffens,
Research Support Engineer

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William F. Sewell, Ph.D.

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Charles M. Liberman, Ph.D.
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Jenks Vestibular Lab
Conrad Wall,III, Ph.D.,
Director

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Research Laboratory
James B. Kobler, Ph.D.,
Director
James Heaton, Ph.D.

Otopathology Laboratory
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National Temporal Bone, Hearing and
Balance Pathology Resource Registry
Saumil Merchant, M.D.,
Co-Director
Joseph B. Nadol, Jr., M.D.,
Co-Director

Voice and Speech Laboratory
Robert Hillman, Ph.D.,
Director
Katherine Verdolini, Ph.D.

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Hugh D. Curtin, M.D.

Radiologists
Hugh D. Curtin, M.D.
Kiyokazu (Jack) Momose, M.D.
Philip D. Kousoubris, M.D.

Assistant in Radiology
Kenneth R. Davis, M.D.
Michael H. Lev, M.D.
James D. Rabinov, M.D.
Laura Vitale Romo, M.D.
Pamela W. Schaefer, M.D.

Associate Staff

Associate Radiologist
R. Gilberto Gonzalez, M.D.

Emeritus Staff
Consultant in Radiotherapy
Milford Schulz, M.D.

Consulting Staff
Clinical Associate in Radiology
Jeanne D. Keller, M.D.

Clinical Associate in Radiology
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Chiu-Chen Wang, M.D.

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Chief Information Officer
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Administrative Officer for Otolaryngology
Jean MacQuiddy

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1993 Lucille Batal
1993 Claes H. Dohlman, M.D.
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1993 Kristen McCormack
1994 Yu Sing Jung
1994 Loretta McLaughlin
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1995 Joseph W. Haley
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1998 Pamela McDermott
1998 Christopher E. Nolin
1998 Richard Taylor
1999 Peter C. Aldrich
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1999 Nancy Jo Altschuler
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1999 John Marenghi
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1999 Eugenia "Gene" Seamans
1999 John Larkin Thompson
1999 Dr. Juliette Tuakli
1999 Wat Tyler
2000 Sol Boucai
2000 Georgette Boucai
2000 Paul Fireman
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2000 David A. Gladstone
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2000 John O. Parker
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2000 Phyllis Redstone
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2000 Gordon H. Silver
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2000 Polly Townsend

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the ANNIE SULLIVAN SOCIETY

The Annie Sullivan Society honors and recognizes the many thoughtful and generous individuals who have joined the Infirmary in its mission to preserve sight, hearing, speech and balance. Membership in the Annie Sullivan Society is open to those who name the Massachusetts Eye and Ear Infirmary in their will planned gifts or estate plans. There is no membership fee.

Annie Sullivan, known to the world as "The Miracle Worker," indeed worked miracles with Helen Keller. With Annie's help, Helen became a highly accomplished and inspirational communicator — both verbally and in writing — and proved to the world that a blind and deaf person can live a full and productive life in a world of sight and sound.

Many do not know that Annie, too, struggled with vision problems throughout her life. As a child, her eyesight was normal until shortly before her eighth birthday when she was struck by a disease that clouded her vision. Despite three operations, Annie's eyesight did not improve, and she resigned herself to a life of blindness. However, at the age of 15, she learned of Dr. Henry Bradford at the Massachusetts Eye and Ear Infirmary who performed two surgeries, eventually restoring vision to Annie.

With the gift of sight, Annie decided to pursue a career as a teacher of the blind. Her first teaching assignment was the 7-year-old blind, deaf and mute Helen Keller, whom she would teach and nurture for the rest of her life.

Become a Miracle Worker

Your legacy, of whatever size, is critically important in helping the Massachusetts Eye and Ear Infirmary provide the finest care to patients with disorders of the eyes, ears, nose, throat, head and neck. With your help, we will continue to improve the training, and expand the research, that one day may prevent those diseases or cure them entirely.

By joining the Annie Sullivan Society, you will enjoy:

- An annual members reception;
- Inclusion in an Annie Sullivan Society members listing published in the Infirmary's Annual Report;
- A subscription to the Society's newsletter;
- The satisfaction of knowing that you are helping to work "miracles" in the lives of those who live with the loss of vision, hearing, speech or balance.

You may designate a specific purpose for your estate plan gift to the Massachusetts Eye and Ear Infirmary. Depending on your interests, you may support patient care, research or training in ophthalmology or otolaryngology, or make an unrestricted gift that will enable the Infirmary to allocate the funds where they are most needed at the time they are received. You may also choose to establish your own named fund with a minimum gift of $25,000. For more information about the Annie Sullivan Society, please contact Melissa Paul, Director of Major Gifts, at 617-573-4168.

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The following Annie Sullivan Society members have named the Infirmary in their will, planned gifts or estate plans:

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2000 MEEI Annual Report

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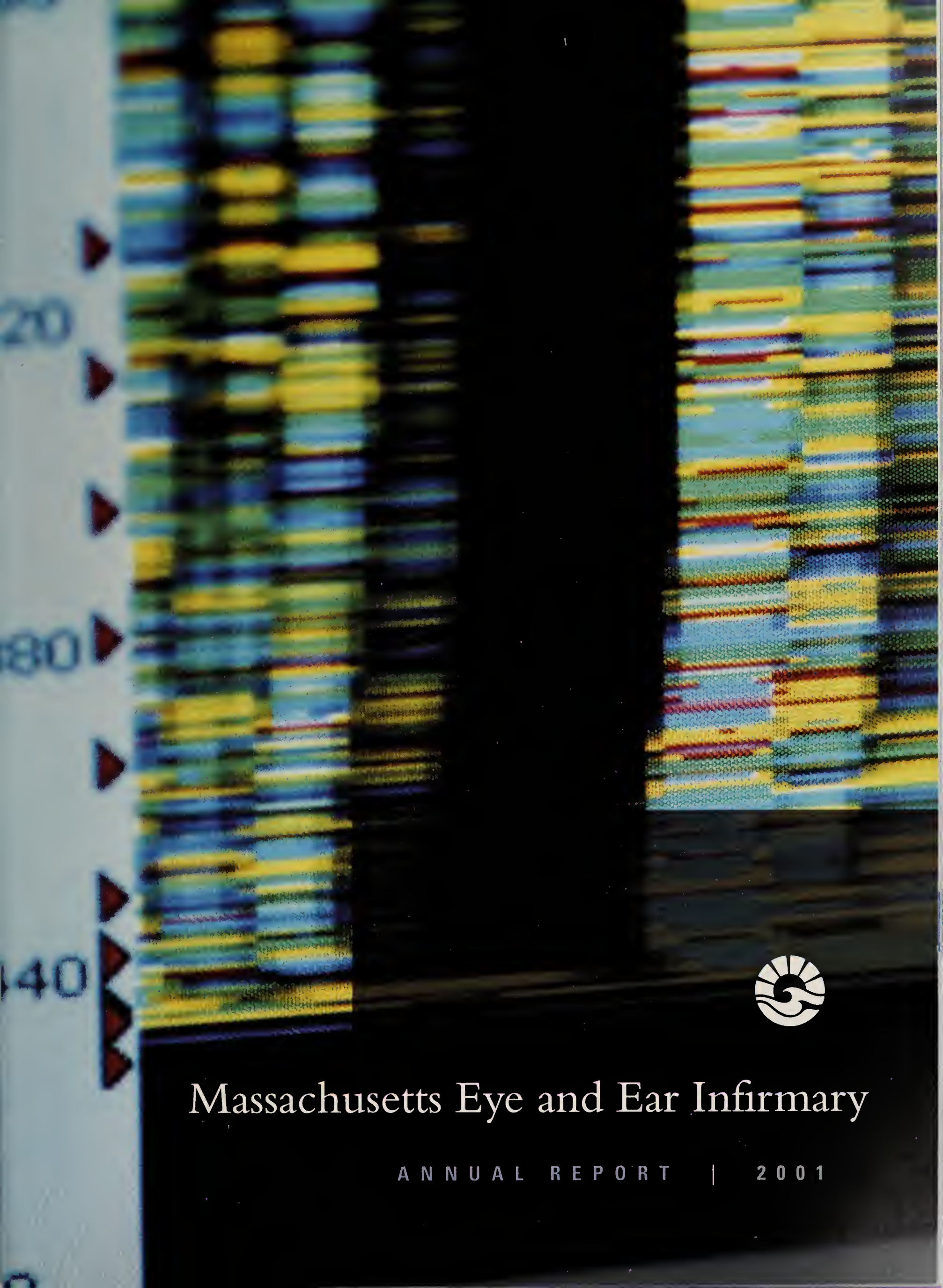


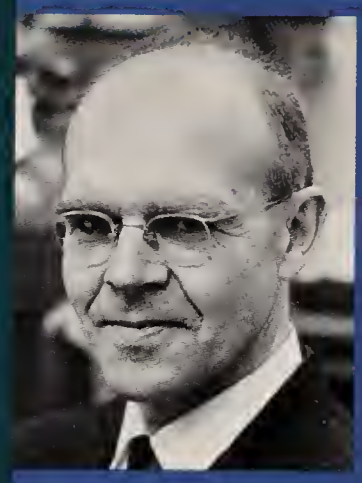
Massachusetts Eye and Ear Infirmary

ANNUAL REPORT | 2001

IN MEMORIAM

It is with joy and sadness that we dedicate the 2001 Annual Report to four beloved members of the Infirmary family who recently passed away: W. Morton Grant, M.D., Susan M. Hilles, S. Madeline Shipsey, and Albert E. Sloane, M.D.

For 60 years, Dr. Grant served the Infirmary as a physician, researcher, teacher and more recently as Trustee and Honorary Trustee. His devotion to this institution, and in particular, his dedication to the search for better treatments and a potential cure for glaucoma, remains an inspiration to us all.



W. MORTON GRANT, M.D

A Trustee of the Infirmary for more than 15 years, Mrs. Hilles' strong and generous commitment to the Infirmary has helped this institution advance in so many ways. She has supported numerous programs including the Hilles Ocular Immunology Laboratory, the Eye Plastics Service and Dr. Joseph Rizzo's research. Most recently the Infirmary dedicated the Susan M. Hilles Emergency Department in her honor.

SUSAN M. HILLES

Miss Shipsey was the Director of the Department of Social Work from 1959 until her retirement in 1985. She worked tirelessly to teach, provide clinical care, and to advocate for services to persons with sensory deprivation. After her retirement, Miss Shipsey volunteered as a member of the Ladies Visiting Committee, in the Vision Rehabilitation Center, and on the Social Work Advisory Committee. In 1990 a lecture series was established to honor Miss Shipsey for her exceptional contributions and to reflect her commitment to the education of staff and the community.

S. MADELINE SHIPSEY

Dr. Sloane was a highly respected Infirmary ophthalmologist and champion of low vision service for 65 years. He founded the Infirmary's Vision Rehabilitation Center, the first hospital-based facility of its kind in the nation, which later became a prototype for such facilities throughout the world. A prolific author and teacher, Dr. Sloane was honored in 1975 with a permanent memorial: the Sloane Teaching Room on the 3rd floor.

ALBERT E. SLOANE, M.D.

Report of the President and the Chairman

The Infirmary's 177th year has been a pivotal time in the life of the hospital, both strategically and financially. The patient population is growing; medical programs are expanding; and research programs are pushing new frontiers. Now, more than ever before, the Infirmary must plan for the future to remain steadfast in its commitment to patient care, teaching and research, and to the physicians and staff who fulfill this important mission. The Infirmary's physical plant has reached its capacity, and its leaders have recognized the need to expand its facilities to remain at the forefront of both research and patient care. The Building and Real Estate Committee and management team considered a number of options to address this issue. The resulting recommendation is to fill in the atrium on floors seven through 12 and to add two additional floors to the main tower building. Furthermore, the main tower building, which is approximately 30 years old, requires significant infrastructure investment to keep the physical plant running smoothly. A six-year plan was recommended to improve infrastructure, which includes utilizing space in three more floors of the Connecting Building.

In addition, as the Infirmary's focus has changed from inpatient to ambulatory surgery, the institution has not adequately addressed the modifications to its surgical areas necessitated by such a change. The Infirmary must initiate planning for an improved ambulatory surgery center. The Board of Directors was presented a plan for these improvements at a special meeting held in the Spring. They approved the space and infrastructure vision and authorized management to proceed with detailed planning of Phase I, which will take approximately two years to complete. Phase I includes filling in the atrium on the 7th, 8th and 9th floor levels, renovating the kitchen, and using this additional space to create more physician offices. The filled-in atrium will free up space on the 1st and 2nd floors to create more outpatient exam rooms. Additionally, two more operating rooms will be built in the 9th floor atrium space.

The Board also approved infrastructure improvements that include enhancing our air handling systems, upgrading our fire alarm systems, and establishing our

Chapin Celebrates 50th Anniversary

Melville Chapin, the Infirmary's longest serving Trustee and Director Emeritus, was honored for his distinguished service at the Annual Meeting in December. Elected a Trustee in 1951, Mr. Chapin was later elected to the Board, where he served with distinction as Chairman for more than 10 years. During that time he chaired the Infirmary's Building Campaign, which raised the funds to build the 15-story tower that we know today as the Massachusetts Eye and Ear Infirmary.

Mr. Chapin's dedication, wisdom, vision and leadership continue to advance the Infirmary's mission and to win the affection, respect and gratitude of the Infirmary family.

own liquid oxygen supply system. In addition, the Board approved the concept of an improved ambulatory surgi-center and authorized management to proceed with further review and planning. And finally, the Board approved the concept of a Building Campaign, which would raise funds for future phases of the plan, and authorized a campaign planning study. These are very exciting developments, and we are confident that we are on our way to resolving our space and infrastructure issues and to building the Infirmary of the future.

Patient Care

For the 11th consecutive year, *U.S. News & World Report* has ranked the Infirmary as one of the top four hospitals in the United States in both of its specialties. In addition, 10 of the Infirmary's physicians were listed in the most recent edition of *America's Top Doctors*. These achievements would not have been possible without a collaborative effort among staff, administration, physicians, nurses and researchers, and we extend our appreciation to all of them.

To serve our expanding patient base, the Infirmary added seven new full-time physicians to its ophthalmology and otolaryngology staffs. In ophthalmology, Sandeep Jain, M.D., joined the staff of the Methuen and Stoneham satellites; Sarwat Salim, M.D., joined the general eye and glaucoma staff at the Brigham and Women's Hospital; and Janey Wiggs, M.D., Ph.D., joined the Glaucoma Service in addition to performing research in her new laboratory. In otolaryngology, Ramon Franco, M.D., joined the division of Laryngology; Robert Jyung, M.D., joined as an otologist; and Christopher Harnick, M.D., and Mark Volk, M.D., joined the Pediatric Otolaryngology Service.

As the nation faces a nursing shortage, the Infirmary reaffirmed its commitment to retain and recruit the highest quality of nursing staff. We reassessed our wage and salary program, and Infirmary nurses received an across-the-board increase. In addition, we initiated an education program to orient nurses from other institutions to the unique needs of our operating room specialties. Carol Covell, R.N., M.S., Senior Vice President for Patient Services, and her nursing management team continue to ensure that our patients receive the best care available in this competitive environment. Our commitment is, and always will be, to maintain our excellence in nursing.

As part of our efforts to enhance patient care and to provide the newest technology and highest quality service to our referring physicians, we authorized the purchase of a new digital archiving system, the Picture Archival and Communications System. Only 19% of all hospitals nationwide have this advanced technology, and we, with the help of Hugh Curtin, M.D., Chief of Radiology, will lead the way by providing this important service.

In another technological advance, our control and distribution of medications was enhanced with the addition of the PYXIS system. PYXIS is a network of automated medication dispensing machines, which allows authorized users access to medication at all times; provides superior pharmacy and nursing area inventory control; improves our ability to capture medication revenue for the hospital; and allows for superior monitoring of medication.

Research Activity

Significant progress was made this year to increase our research efforts in otolaryngology under the direction of Joseph B. Nadol, Jr., M.D., Chief of Otolaryngology. Stephan Heller, Ph.D., Michael McKenna, M.D., Edward Mroz, Ph.D., Steven Rauch, M.D., and William Sewell, Ph.D., moved into renovated laboratories on the 5th floor of the Connecting Building to study hearing loss. Saumil Merchant, M.D., was appointed to a four-year term on the Communications Disorders Review Committee of the National Institute on

Nathalie Azar, M.D., Director of the Pediatric Ophthalmology and Strabismus Service (right), performs eye muscle surgery as Resident Nicoletta Fynn-Thompson, M.D. (left), assists and Medical Student Bijan Saderi (center) observes. In addition to treating common childhood vision disorders, Dr. Azar also performs surgery to correct ocular misalignment and double vision in children and adults.

Deafness and Other Communication Disorders. Conrad Wall, Ph.D., was named as an Associate Team Leader by the National Space Biomedical Research Institute.

In ophthalmology, under the direction of Frederick A. Jakobiec, M.D., Chief of Ophthalmology, Dr. Wiggs, a highly respected glaucoma researcher, was recruited, and a new laboratory was created for her investigative efforts. Infirmary scientists from the Ocular Molecular Genetics Laboratory and the Berman-Gund Laboratory isolated a new gene that causes Leber congenital amaurosis, a relatively rare but devastating form of blindness from birth. Congratulations to Thaddeus Dryja, M.D., Eliot Berson, M.D., and Tiansen Li, M.D., on this finding. The Joint Clinical Research Center, under the direction of Kathryn Colby, M.D., Ph.D., presented its first seminar, "Clinical Research in the New Millennium." The Center is a collaboration with the Schepens Eye Research Institute. The Infirmary signed a research and development agreement with Eyetech Pharmaceuticals, Inc. Evangelos Gragoudas, M.D., Anthony Adamis, M.D., and Joan Miller, M.D., are the principal investigators involved in this project. Finally, Donald D'Amico, M.D., was named in a patent related to his work with the erbium:YAG laser.

Anne Fitzgerald, Chief Information Officer (seated, far left) and members of the Information Services team.

Cheryl Bakey, M.S., Infirmary Speech-Language Pathologist, tests 4-month-old Sam Garber's hearing. Sam has been a patient at the Auditory Rehabilitation Center since he was 2 days old.

Education

Teaching the next generation of surgeons and scientists is an especially important part of our mission. This year, John Loewenstein, M.D., was named our Teacher of the Year, and Mack Cheney, M.D., received the William W. Montgomery Award for Excellence in Teaching. For the second year in a row, Infirmary residents won five of 25 Heed Ophthalmic Fellowships awarded nationally. Congratulations to Balamurali Ambati, M.D., Lynn Halpern, M.D., Ivana Kim, M.D., Subhransu Ray, M.D., and Erich Strauss, M.D.

Financial News

The Infirmary ended the fiscal year worse than budgeted, primarily because of the extra resources we are devoting to reduce our receivables from third-party payors and to write offs we are taking on accounts that we will not be able to collect. In addition, expenses in certain areas have been unavoidably over budget, and patient revenues were under budget. We experienced a bottom line loss in excess of $3.5 million. This is a great disappointment, as we have been able to operate at or better than a breakeven bottom line for the past several years. However, we expect that we will manage the receivable and third-party denial issues much more successfully in the future as a result of what we learned this year, and we will return to a breakeven

bottom line next year. The Board has approved a balanced budget for the year to come. Our fiscal department, under the direction of Peter Chinetti, Vice President for Finance, our Chiefs, and our managers have worked together to develop this budget, and we believe it will be achieved despite the financial challenges facing the industry.

Development Report

Under the direction of Bruce Jordan, Vice President for Development and Public Affairs, and with the hard work of his staff, FY2001 was the second most successful year in the history of philanthropy at the Infirmary, with more than $8.85 million in total funds raised. This was the third consecutive year that the Infirmary has enjoyed increased fundraising achievement. We also began planning for building the Infirmary of the future and have hired a consultant to help plan for a major building campaign to fund the new space we so desperately need.

Special thanks to James Sullivan, Sr., Board member and chairman of the Development Committee, to the members of the Development Committee and Planned Giving Subcommittee, and to Mel Chapin, who has served the Infirmary so well for 50 years, for their hard work in raising money for this great institution. Special highlights of FY2001 include:

> An internationally known philanthropist pledged $1.4 million to support the voice restoration program under the direction of Steven Zeitels, M.D.

> An anonymous Trustee gave and pledged more than $1.2 million for a professorship in the molecular biology of sensorineural hearing loss.

> Charlotte Ruth Gilman established a testamentary trust that will eventually benefit the Department of Ophthalmology; the Infirmary's share is currently valued at more than $700,000.

> Norman Knight made new gifts totaling more than $430,000 in support of hyperbaric medicine under the leadership of Richard Fabian, M.D.

> The Iacocca Foundation made a $375,000 grant to support diabetic retinopathy research.

> An anonymous Boston foundation gave $325,000 for equipment for a new laboratory that will be used for research in the molecular biology of sensorineural hearing loss.

> New Trustee Polly Townsend made outright and planned gifts of nearly $250,000 to establish the Townsend Hearing Research Fund.

> The Eleanor R. Murphy Charitable Trust gave more than $240,000 to support the head and neck oncology research of Mark Varvares, M.D.

> Eleanor and the Honorable Levin Campbell gave more than $215,000 for research in the molecular biology of sensorineural hearing loss.

> The Massachusetts Lions gave $160,000 to the Department of Ophthalmology for vision research.

> The March of Dimes gave $150,000 to support inner ear research by Stephan Heller, Ph.D.

> Mrs. Philip Wick, Jr., made a gift of $110,000 for glaucoma research.

> Research to Prevent Blindness gave $110,000 for research in retinal diseases.

> Trustee Gene Seamans gave more than $100,000, as part of the $500,000 she raised for Auditory Rehabilitation.

Community Benefits

As part of the ongoing collaboration with the R.O.S.E. (Regaining One's Self-Esteem) Fund, the Massachusetts Eye and Ear Infirmary and its medical staff donated five free cosmetic and reconstructive surgeries to victims of domestic violence. This year, the Infirmary expanded its Vision and Hearing Care Program to more children at the Neighborhood House Charter School in Dorchester, Mass. Through this program, the Infirmary – and its full-time physician staff — provided free vision and hearing tests to the school's students and, if the students' parents chose, any necessary follow-up care, regardless of ability to pay. We are proud of our Community Benefits Program and are always looking for ways to expand its scope.

Hugh Curtin, M.D., Chief of Radiology, is a world-renowned radiologist and author on the subject of head and neck radiology. The Infirmary's Radiology Service offers specialty diagnostic imaging that emphasizes both magnetic resonance and CT scanning, which is used to view the eye, ear, nose, throat, head, neck and brain.

Information Services

The Information Systems Department, under the direction of Anne Fitzgerald, Chief Information Officer, has collaborated with departments throughout the Infirmary to successfully implement a number of priority initiatives. These included the installation of a strong firewall which protects Infirmary information resources from unauthorized access; implementation of new systems such as 3M for Medical Records coding and PYXIS for Pharmacy drug dispensing; as well as significant enhancements to the Infirmary's technical architecture.

International Program, Marketing Efforts and Web Site Development

The Infirmary continues to attract patients from many different countries, with the majority of foreign patients coming from the Middle East and Latin America. Camille Condon, International Director, was a guest speaker at the World Boston and the Boston Healthcare International Second Annual Forum. Mrs. Condon, with the assistance of the Marketing Department, has created the first issue of the MEEI International newsletter, which will be published biannually. The international page on the Infirmary's web site has been revised, and the volume of international referrals via the Internet continues to increase. 2001 was an exciting year for the Marketing Department. The Laser Vision Correction Center ran two successful radio awareness campaigns on six regional stations and became the official Laser Center of the New England Patriots. The department is about to launch the MEEI brand campaign in an effort to increase awareness of the Infirmary and its services. The Infirmary's web capabilities grew with the addition of Nancy Kalinski, Web Specialist. A new language translation feature was added; patient information sections were enhanced; and online giving became available on www.meei.harvard.edu.

In Conclusion

Once again, the Infirmary has had a banner year. We have positioned ourselves to meet the challenges and opportunities that are in store for us in 2002. We have a building plan for the future that will allow us to ensure that the Infirmary's future is as bright as its past. We look forward to maintaining our leadership as the preeminent otolaryngology and ophthalmology specialty institution in the country.

SHELDON A. BUCKLER, PH.D.
Chairman

F. CURTIS SMITH
President

Members of the Operations Group, pictured from left to right: (seated) Lisa Putukian, Peter Chinetti, Carol Covell, R.N., M.S., (standing) Christine Regan, Barbara Katz, Karen Smith, F. Curtis Smith, Jean MacQuiddy, Anne Fitzgerald and Bruce Jordan.

Report from the Chief of Ophthalmology

As has been my custom in the past few annual reports, this year's will focus upon positive developments in areas that are critical to the livelihood of the department — training programs and continuing medical education, research activity and clinical services.

Training Programs and Education

We were pleased within the past year that our Residency Program in Ophthalmology was fully reaccredited by the American Council on Graduate Medical Education. The program itself continues to attract more than 300 applications annually for seven available positions. Among graduating residents, six were eligible for the highly prestigious national Heed Fellowship and five received one; three others received American Ophthalmological Society/Knapp fellowships. Both the Heed and Knapp awards result from a highly competitive national process, and it is rare for one ophthalmology department to be awarded so many of each. All of our graduating residents went on to do post-residency fellowship training either at the Infirmary or other facilities. The seven graduating residents and the Chief Resident collectively produced over 50 scientific articles, review articles, book chapters or online contributions to our Digital Journal of Ophthalmology — a remarkable accomplishment given the heavy demands of the ophthalmic training program.

Both fellows and residents developed and presented continuing education courses this past year — the Fellows, on "Mechanisms of Ocular Disease," the Residents, on "Ocular Trauma." Material from both courses has been selected for nationwide publication. The Lancaster Course in Ophthalmology and the Intensive Review of Ophthalmology course continue to be highly successful and well attended.

Research Activity

Results of a recent faculty survey revealed yet another year of unprecedented progress in eye disease research. Among the topics under investigation are: tumor-destroying applications for intraocular cancers (Lucy Young, M.D., Ph.D.); radiation-induced complications in patients receiving proton therapy for uveal melanoma (Evangelos Gragoudas, M.D., and Kathleen Egan, M.D.); the proliferation of cells in retinoblastoma (Shizuo Mukai, M.D.); molecular mechanisms of diabetic retinopathy (Anthony Adamis, M.D.); neovascularization and macular degeneration (Dr. Adamis, Dr. Gragoudas, Joan Miller, M.D., and Johanna Seddon, M.D.); molecular mechanisms underlying photoreceptor function (Vadim Arshavsky, Ph.D., and Clint Makino, Ph.D.); the development and function of photoreceptor cells themselves (Francesca Pignoni, Ph.D.); the mechanisms of cell death in retinal detachment (Dr. Gragoudas et al.); changes in ganglion cells of eyes that have experienced acute glaucoma (Cynthia Grosskreutz, M.D., Ph.D.); new glaucoma screening tests (Louis Pasquale, M.D.); and the molecular genetics of glaucoma (Janey Wiggs, M.D., Ph.D.). Advanced corneal studies include keratoprostheses (Claes Dohlman, M.D.); corneal neovascularization (Dimitri Azar, M.D.); endothelial dystrophy (Kathryn Colby, M.D., Ph.D.); and dry eye disease (M. Reza Dana, M.D.). We are indebted to the Massachusetts Lions, Research to Prevent Blindness, the National Eye Institute and numerous private contributors and sponsors for their ongoing research support.

Clinical Services

Our clinical practice continues to grow. The surgical volume for Massachusetts Eye and Ear Associates ophthalmologists was 13 percent higher this fiscal year than last. The breadth and diversity of our clinical practice enable us to weather unfavorable economic trends and keener competition, such as we experienced this

past year in refractive surgery. We also achieved slight growth at our Methuen practice despite the departure of two full-time physicians. Sandeep Jain, M.D., was recruited from the Infirmary's June 2001 graduating class as the Acting Director for Methuen. (I would like to acknowledge Dr. Young, Dr. Colby, Teresa Chen, M.D., and Jean Ramsey, M.D., for covering our Methuen and Stoneham practices until Dr. Jain began practicing at both offices in August 2001).

To further enhance services at our MEEA-Brigham Ophthalmology office, Sarwat Salim, M.D., was recruited to see both general eye care and glaucoma patients effective in August 2001. Her presence has increased the number of available appointments there and has greatly improved "same day" access for referring physicians.

Summary

The above can only briefly highlight accomplishments in the Department of Ophthalmology for the past year. The events of Sept. 11th have, I believe, caused us all to re-evaluate the significance of our daily activities vis-à-vis the world in general. I am convinced that we at the Infirmary have made and will continue to make significant contributions in both the clinical and research spheres. With the continued support of the Infirmary's Board and administration, I look forward to an equally active and impressive 2002.

Frederick A. Jakobiec

FREDERICK A. JAKOBIEC, M.D., D.SC. (MED.)

Chief of Ophthalmology

YEAR IN REVIEW

Quality Care and Convenience

The Massachusetts Eye and Ear Infirmary's Suburban Centers offer patients a wide range of vision and hearing services, as well as convenient locations. The Centers were established to ease the burden of patients who were unable to commute into the city. Infirmary Suburban Centers are located in Framingham, Methuen, Stoneham, Quincy and Wellesley Hills.

Knights Templar Awards Grants to Promising Researchers

Richard Baldwin, Knights Templar Right Eminent Grand Generalissimo, presented grants to four eye research investigators at the Infirmary. The grants, totaling $120,000, will be used for research to help in the treatment and prevention of blindness.

Pictured above at a recent awards ceremony are (left to right): Harkryul Jo, Ph.D., Katherine Strissel, Ph.D., Don Hong, Ph.D., Richard Baldwin, F. Curtis Smith (Infirmary President), and Ellen Yu, Ph.D.

Report from the Chief of Otolaryngology

The mission of the Department of Otolaryngology is to provide the best possible care for patients with disorders of the ear, nose, throat, head and neck regions; to conduct clinical and basic research and education and training of future health care professionals and research professionals; and to disseminate health related information to the profession and to the general public. In 2001, there was significant progress in all areas of the mission. We experienced an increase in outpatient visits to physicians in our hospital-based and suburban-based centers as well as to our hospital-based Emergency Room, Audiology Services and Voice Laboratory. The number of surgical procedures was approximately the same as last year.

YEAR IN REVIEW

Building a Future for Children with Hearing Loss

In October, the Infirmary hosted a reception in honor of Trustee Gene Seamans and her husband, Bob Seamans, for their leadership in raising $500,000 toward a $1 million endowment for the Auditory Rehabilitation Center. The Center helps children with hearing loss develop the speech and language skills they need to get a healthy start in life. If you would like to help children with hearing loss by making a gift, please contact Melissa Paul at the Development Office at 617-573-4168.

Pictured from left to right: Toby Seamans, Bob and Gene Seamans, Cheryl Bakey, Infirmary speech-language pathologist and Barbara Herrmann, Ph.D., Clinical Associate-Audiology, at a reception to honor the Seamans.

General Otolaryngology

In General Otolarynology, under the direction of Gregory Randolph, M.D., there was a particular focus on sleep apnea and endocrine surgery. Nicholas Bu-Saba, M.D., presented a paper at the American Academy of Otolaryngology on the subject of "safety in nasal and oral surgery combined for sleep apnea." Dr. Randolph received the American Academy of Otolaryngology-Head and Neck Surgery Honor Award, lectured at the National Thyroid Cancer Survivor's Group in Washington, and chaired a mini-symposium at the Annual Meeting of the AAO-HNS. In November, an endocrine surgery course, co-sponsored with the Department of General Surgery at Massachusetts General Hospital (MGH), was fully subscribed and attracted an international group of speakers.

Head and Neck Surgical Oncology Service

There was steady growth in patients seen and treated for head and neck malignancies. Mark Varvares, M.D., established a very effective Tumor Board, discussing complex cases every Friday. The MGH Multidisciplinary Clinic for Head and Neck Tumors is under the direction of Daniel Deschler, M.D., James Rocco, M.D., Ph.D., and Dr. Varvares from the Department of Otolaryngology, Philip Amrein, M.D., from Medical Oncology, and James McIntyre, M.D., from Radiation Oncology at MGH. The complexity of head and neck surgery, including the volume of microvascular free flap reconstruction, increased this year. Clinically relevant research in the Division includes a clinical trial of photodynamic therapy for precancerous oral lesions, under the direction of Richard Fabian, M.D., and the evaluation of voice in the alaryngeal patient and thrombotic prophylaxis in microvascular surgery, under the direction of Dr. Deschler. In conjunction

with the Division of Surgical Oncology at MGH, Dr. Rocco directed ongoing research in the area of molecular triggers for development and control of cancer as well as preliminary investigation in the development of adenovirus vectors as a potential novel treatment for these tumors. The Norman Knight Hyperbaric Medicine Center, with the generous support of Mr. Knight, continues its vital mission in the delivery and investigation of this therapeutic modality.

Laryngology/Voice and Speech Laboratory

Under the direction of Steven Zeitels, M.D., the Laryngology Division has launched a "Voice Restoration Program," which is a collaborative effort between physicians and investigators at the Infirmary, MGH and MIT, and funded by generous philanthropic support. The program focuses on the treatment of scarring of the vocal folds. Co-investigators in this project include Rox Anderson, M.D., Robert Hillman, Ph.D., James Kobler, Ph.D., and Mariah Hahn, Ph.D. The Division developed a productive collaboration with the Wellman Laser Research Laboratory at MGH in studying new treatment modalities for disorders of the upper respiratory tract. Ramon Franco, M.D., joined the Laryngology Division as a full-time faculty member, and Dr. Zeitels' text, "Atlas of Phonomicrosurgery," was recently published. There was a 5 percent increase in the volume of patients seen and treated in the Voice and Speech Laboratory, which moved into expanded clinical space on the 11th floor. New research space was developed on the 4th floor. Research projects pursued include a variety of objectives, including development of an improved artificial electrolarynx in the Keck Program: computer synthesized speech supported by a combination of NIH and industrial support. Dr. Hillman, Director of the Laboratory, received a three-year NIH grant for ambulatory monitoring and evaluation of voice disorders.

Facial Plastics and Reconstructive Surgery

There was an increase of approximately 2.5 percent in patients seen with facial plastic reconstructive or cutaneous oncologic problems. A formal relationship was established with the Medical Missions for Children, a non-profit organization providing free surgical, medical, and dental care to under-privileged children. Mission trips include participation by residents as well as surgical faculty in Otolaryngology. Missions thus far accomplished include Ecuador, Guatemala, and the Ukraine. In addition, the Division developed a partnership with the R.O.S.E. Fund to provide free reconstructive treatment for victims of domestic abuse. A brochure on the services provided by the Facial Plastics and Cosmetic Service was completed, and a new web site is underway. In May, the Service co-sponsored, with the Friends of the Massachusetts Eye and Ear Infirmary, an educational symposium on the services provided.

Otology, Neurotology, Audiology, and Vestibular Disorders

We welcomed Robert Jyung, M.D., as a fifth hospital-based otologist-neurotologist. His research in the area of vascular mechanisms and control of tumors of the temporal bone will be in part funded by the Lynch Foundation Research Fund. Other areas of clinical research include molecular mechanisms in otosclerosis, under the direction of Michael McKenna, M.D., treatment of immune mediated inner ear disease, under the direction of Steven Rauch, M.D., the integration of middle ear mechanics and treatment of chronic otitis media, under the direction of Saumil Merchant, M.D., and histopathologic correlates of success of cochlear implantation, under my direction. Under the direction of Don Eddington, Ph.D., in the Cochlear Implant Research Laboratory, significant progress was made this year in newly designed electrode stimulation systems to reduce distortion associated with electrode interaction of cochlear implants, resulting in better speech reception for users. As a result, preliminary findings have suggested a near doubling of single syllable word recognition in some patients. We also welcomed Sharon Kujawa, Ph.D., as the new Clinical Director of Audiology. Under her direction, there was an increase in patient volume of approximately 9 percent, particularly in the area of clinical diagnostic tests. The Division's Auditory Rehabilitation Center

celebrated its progress towards a $1 million endowment goal at a reception honoring Gene and Bob Seamans in October 2001.

Congratulations to Michael Skrip who was promoted to an Associate Director of Audiology. And finally, we thank Aaron Thornton, Ph.D., who completed his work as a research associate in the Department.

In the Jenks Vestibular Diagnostic Laboratory, improved methods for scoring and interpreting clinical vestibular tests developed through funded research are being implemented in the clinical routine. Clinical research activities include collaboration with the Keck Neuroprosthesis Program in the development of a balance prosthesis for individuals with chronic postural instability.

Pediatric Otolaryngology Service

The clinical services in Pediatric Otolaryngology were significantly enhanced this year by the addition of two full-time faculty members, Mark Volk, M.D., and Christopher Hartnick, M.D. Leila Mankarious, M.D., who won first prize for her research poster at the American Society of Pediatric Otolaryngology, continues her research into the growth of cartilage in the trachea and larynx and its applicability to the prevention and treatment of disease in the pediatric airway. Michael Cunningham, M.D., serves as Associate Director of the Harvard Otolaryngology Residency Program. Roland Eavey, M.D., serves as a member of the World Health Organization and serves as a board member of ASPO and President of the Inter-American Association of Pediatric Otolaryngology and Executive Director of the Latin America Otitis Media Research and Training Program. A successful collaboration with Jonathan Siedman, Ph.D.'s, laboratory of molecular genetics at the Harvard Medical School continues in the area of syndromic hearing loss, and progress is being made in the tissue engineering of the auricular cartilage in conjunction with Joseph Vacanti, M.D., at the University of Massachusetts.

Basic Research

With the addition of Stefan Heller, Ph.D., a molecular biologist from the Rockefeller Institute, the Eaton-Peabody Laboratory staff now consists of 14 principal investigators working on hearing mechanisms and hearing loss throughout the auditory pathway. A newly renovated research space, which greatly expands our capacity in the area of cellular and molecular approaches, was officially dedicated in September 2001, and the generous philanthropy of the Winthrop family and of Dixie Doreau was gratefully acknowledged. Dr. Heller obtained a five-year grant from NIDCD on the genetic basis of normal hearing. He has recently identified a novel gene of the ear, which may be involved in the process by which sensory cells convert sound into electrical energy. Drs. Kujawa and Liberman received a five-year grant from NIDCD to study the genetic basis for resistance to acoustic injury using an inbred strain of mice genetically resistant to this trauma. In collaboration with Gabriel Corfas, Ph.D., of the Children's Hospital, Dr. Liberman initiated an evaluation of the mouse model of primary auditory nerve degeneration, which is now supported by a five-year grant from NIDCD. Konstantina Stankovic, a recent Ph.D. graduate of the Speech and Hearing Sciences Program, is now serving as a two-year research fellow with Dr. Corfas during the course of her residency in Otolaryngology at the MEEI/Harvard program. Dr. Merchant and John Rosowski, Ph.D., have obtained a five-year grant from NIDCD to continue the development of laser vibrometry in the clinical evaluation of conductive deafness.

The Jenks Vestibular Physiology Laboratory, under the direction of Dan Merfeld, Ph.D., recently received a three-year grant from NASA to investigate neural processing of ambiguous gravity and linear acceleration cues. The Laboratory also collaborates with the Keck Neural Prosthesis project in the development of a neural vestibular prosthesis, and a recent five-year grant from NIH will allow expansion of these studies.

Dayse Figueiredo Sena (left), Janey L. Wiggs, M.D., Ph.D. (center), and MariAnne Maselli (right) perform genetic research on the eye disease glaucoma. Glaucoma causes damage to the optic nerve, resulting in irreversible blindness. Dr. Wiggs and her staff are striving to develop a diagnostic test for those who may be at risk for glaucoma and to determine a cause of the devastating disorder.

The Neuroprosthesis Research Center, under the direction of Dr. Eddington has expanded its funding base to include the Veteran's Administration, NIH, NASA, and a number of industrial and private sponsors. This year the projects within the Center have demonstrated that electrical signals recorded from the neck can control an improved artificial electro-larynx and produce intelligible speech, and demonstrated that a balance prosthesis will enable patients to maintain their postural stability in conditions where they would otherwise fall.

The Department has achieved the half-way point in its ambitious goal to raise $4 million dollars to recruit a senior investigator and open a laboratory studying the processes of degeneration and regeneration of the auditory pathway. We are grateful for the continued support of Solomon and Georgette Boucai, Polly Townsend, Eleanor Campbell, the Eleanor Murphy Trust, and the generous pledge of $1 million from an anonymous donor.

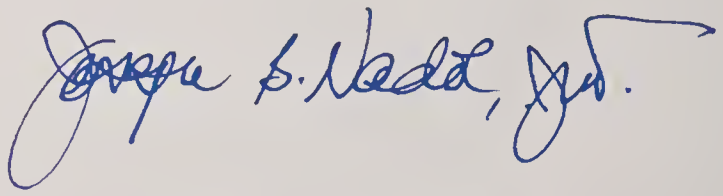
Educational Mission

We welcomed four new first-year residents and continued our support of the Speech and Hearing Bioscience and Technology program of the Harvard-MIT Division of Health Sciences and Technology. Four MEEI-based graduate students completed their theses; one who worked in the Jenks Vestibular Laboratory and three who worked in the Eaton-Peabody Laboratory. Twenty other students are actively involved in research in the Eaton-Peabody Laboratory, Cochlear Implant Research Laboratory, the Otolaryngology Molecular and Genetics Laboratory or the Voice and Speech Laboratory. In conjunction with our colleagues at the Children's Hospital, BI Deaconess Medical Center, and Brigham and Women's Hospital, the Department continued its sponsorship of residency training in Otolaryngology-Head and Neck Surgery, which this year was fully reaccredited. In FY 2001, we sponsored 19 research fellows and 20 visiting colleagues from 10 countries.

Professional Staff

We welcome as new members of the medical staff Dr. Jyung, Division of Otology; Drs. Hartnick and Volk in the Division of Pediatric Otolaryngology; David Peak, M.D., as a consultant in Hyperbaric Oxygen; Johnson Wong, M.D., as a consultant in Allergy and Immunology; Noah Siegel, M.D., as a new member of the non-hospital based staff; Ramsey Alsarraf, M.D., in Plastic Surgery; and Russell Shu, M.D., and Molly Zirkle, M.D., in General Otolaryngology. Congratulations are in order for the promotion of Neil Bhattacharyya, M.D., Dr. Rocco, Kathryn Ryan, M.D., Leonard Miller, M.D., and Dr. Deschler to the rank of Assistant Surgery; Drs. Mankarious and Randolph to Associate Surgeon, Pam Diamond, M.D., Paul Konowitz, M.D., Dr. McKenna, Dr. Merchant, and Dr. Zeitels to Surgeon. Donald Keamy, M.D., has become a member of the Emeritus Staff, and C. Edward Jackson, M.D., and Thomas Mulvaney, M.D., have been appointed to the Honorary Staff.

The Department is grateful to its patients, staff and to the Board of Directors of the Infirmary for their confidence, help and support for making this a successful year.



JOSEPH B. NADOL, JR., M.D.
Chief of Otolaryngology

William Sewell, Ph.D., explains the type of ear research he is conducting during the grand opening of the Hearing Research Laboratories.

Employee Stars

JANUARY

Harold Chisholm, Contact Lens Service

MAY

DeSean Myers, Audiology

SEPTEMBER

Michael Whitney, Information Services

FEBRUARY

Rod Chavous, Central Supply

JUNE

NormaJoy Hutchinson, Human Resources

OCTOBER

Monica Morrison, 11th Floor Nursing

MARCH

Fran Schmitt, Payroll

JULY

Ken Savino, Dietary

NOVEMBER

Deanna Wilson, ENT Billing

APRIL

Charlotte Kirshnit, Social Services

AUGUST

Elsie Sieben, Glaucoma

DECEMBER

Rose Doo, Research Administration

Financial Statements

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet

as of September 30, 2001

ASSETS	
Current Assets	
Cash and Cash Equivalents	3,993,255
Assets Whose Use is Limited Under Indenture Agreement (Required for Current Liabilities)	1,178,452
Patient Accounts Receivable (Less Allowance for Doubtful Accounts $5,310,890)	18,670,129
Other Current Assets	5,278,063
Total Current Assets	**29,119,899**
Assets Whose Use Is Limited	
Funded Depreciation	178,597
Special Cash Reserves	8,924,505
Funds Held for Research	72,508
Under Indenture Agreement	4,353,416
Total Assets Whose Use is Limited	**13,529,026**
Investments	76,328,372
Pledges Receivable	2,442,998
Remainder Interest in Charitable Trusts	2,699,311
Beneficial Interest in Trust	13,032,001
Property, Plant & Equipment (Net of Depreciation of $113,893,049)	74,193,121
Other Assets	
Intangible Assets (Net of Amortization of $679,761)	1,089,054
Deposits	642,500
Total Assets	**213,076,282**

LIABILITIES AND NET ASSETS	
Current Liabilities	
Current Portion of Long-Term Debt and Capital Leases	3,538,886
Accounts Payable and Accrued Expenses	13,739,570
Accrued Interest	426,389
Estimated Settlements with Third Party Payors	2,619,779
Total Current Liabilities	**20,324,624**
Long-Term Debt, Less Current Portion	37,544,911
Accumulated Post-Retirement Benefit Obligation	466,844
Professional Liability Reserve	1,701,982
Accrued Pension Costs	5,691,756
Annuities and Unitrusts Payable	648,257
Total Liabilities	**66,378,374**
Net Assets	
Unrestricted for General Operations	51,834,979
Board Designated	20,868,036
Total Unrestricted Net Assets	72,703,015
Temporarily Restricted	31,447,818
Permanently Restricted	42,547,075
Total Net Assets	**146,697,908**
Total Liabilities and Net Assets	**213,076,282**

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Statement of Revenue and Expense of the General Funds

as of September 30, 2001

NET PATIENT REVENUE	
Net Patient Service Revenue	99,237,658
OTHER OPERATING REVENUE	
(Including $15,532,990 from Research, Contributions and Grants)	28,884,663
Total Operating Revenue	**128,122,321**
OPERATING EXPENSES	
Patient Care and Clinical	90,880,233
General and Administrative	25,173,617
Research	17,480,019
Education	1,660,612
Total Operating Expenses	**135,194,481**
Deficit of Revenues over Expenses Before Prior Years' Reserves	(7,072,160)
Reduction of Prior Years' Reserves	2,601,795
Loss from Operations	(4,470,365)
Other Gains	2,654,552
Deficit of Revenues Over Expenses	(1,815,813)
Other Support	(1,770,223)
Decrease in Unrestricted Net Assets	(3,586,036)
In addition, the Foundation received the following restricted funds income:	
Gifts and Bequests	4,231,426
INVESTMENT INCOME:	
Interest and Dividends	635,441
Realized Gains on Investments	5,435,871
Unrealized Loss on Investments	(12,454,768)
Loss on Beneficial Interest in Trust	(2,752,699)

A copy of the audited financial statements is available upon request from the Office of Public Affairs, (617) 573-3340.

Statistics

Massachusetts Eye and Ear Infirmary

Fiscal Year 2001

Inpatient Hospital 42 Beds	DISCHARGES:	
	Eye Discharges	356
	ENT Discharges	1,572
	Total	**1,928**
	Patient Days	6,993
	Average Length of Stay	3.63
Surgical Procedures	INPATIENT SURGERY:	
	Eye Cases	350
	ENT Cases	1,119
	Total	**1,469**
	AMBULATORY SURGERY:	
	Eye Cases	13,024
	ENT Cases	6,325
	Total	**19,349**
	Total Surgical Procedures	**20,818**
	Ambulatory Surgical Cases Utilizing Observation Service	3,191
Outpatient Department	OPHTHALMOLOGY:	
	General Eye	15,528
	Glaucoma	9,054
	Cornea	5,293
	Retina	10,121
	Immunology	6,010
	Neuro-Ophthalmology	4,340
	Pediatric Ophthalmology and Strabismus	3,082
	Eye Plastic	2,202
	Electroretinography	3,093
	Vision Rehabiliation	2,563
	Contact Lens	5,209
	Methuen Center	2,502
	Somerville Center	2,973
	Stoneham Center	3,083
	Brigham and Women's Center	12,359
	Brockton	161
	Total	**87,573**
	OTOLARYNGOLOGY:	
	Infirmary	39,097
	Stoneham Center	12,182
	Quincy Center	16,069
	Wellesley Center	8,583
	Total	**75,931**
	Total Outpatient Visits	**163,504**
Emergency Room	Total Visits	27,472
Special Services	AUDIOLOGY DEPARTMENT:	
	Outpatient Visits	14,003
	Hearing Aid Center	2,676
	Evoked Response	1,172
	Newborn Audiology Screenings	3,537
	RADIOLOGY DEPARTMENT:	
	Conventional Exams	3,932
	CT Scan	10,916
	MRI	2,655
	LABORATORIES:	
	Bacteriology (Cultures)	10,661
	Clinical Lab (Procedures)	88,573
	ENT Pathology (Specimens)	12,194
	Eye Pathology (Specimens)	4,352
	Frozen Section Laboratory	1,992
	Electrocardiograms	4,361
	Fluorescein Angiography	11,374
	Occupational Therapy	1,316
	Optical Shop	10,051
	Ultrasonography	3,895
	Vestibular Laboratory	2,828
	Voice and Speech Laboratory	9,332
	Hyberbaric Oxygen Treatments	1,749

Medical Staff

DEPARTMENT OF ANESTHESIOLOGY

Active Staff

Chief of Anesthesiology

John V. Donlon, Jr., M.D.

Anesthesiologists

John V. Donlon, Jr., M.D.
Malcolm J. Heslop, M.D.
Jin Woo Kim, M.D.

Associate Anesthesiologists

Tuan Zuan Nghiem, M.D., (retired 7/01)
Janine T. Rodrigues-Saldanha, M.D.
Lily G. Tabbal, M.D.

Assistant Anesthesiologists

Joseph Bayes, M.D.
Brian D. Blondin, M.D.
Agata A. Boland, M.D.
Nancy L. Gessner, M.D.
Gail D. Grunberg, M.D., (1/01–7/01)
Henry Hui Hu, M.D.
Lauren G. Lookner, M.D.
Ilya Malikin, M.D.
Martin J. Redmond, M.D.
Anthony M. Sordillo, M.D.
Vivian Toney, M.D.
Gabriele F. Troll, M.D.
Peng Xiao, M.D.
Xiangwei Zhang, M.D.

Active Staff (Part-time)

Rebecca J. Leong, M.D.

MEDICAL UNIT

Chief of Medical Unit

Robert A. Hughes, M.D.

Medical Unit Staff

Jonathan S. Bogan, M.D.
Andy Chan, M.D.
Carol Ehrlich, M.D.
Wesley Fairfield, M.D.
Robert Hughes, M.D.
Benjamin Leder, M.D.
Herbert Lin, M.D.
James List, M.D.
Peter Linde, M.D.
Gerard Nau, M.D.
Christopher Newton-Cheh, M.D.
Philip Norris, M.D.
Allan Pineda, M.D.
Stanley Shaw, M.D.
Jordan Shin, M.D.
Ravi Thadhani, M.D.
Jon Von Visger, M.D.
Jatin Vyas, M.D.
Ramnik J. Xavier, M.D.

Infectious Disease Service

Marlene L. Durand, M.D.

DEPARTMENT OF OPHTHALMOLOGY

Chief of Ophthalmology

Frederick A. Jakobiec, M.D., D. Sc. (Med.)

Associate Chiefs of Ophthalmology

Dimitri T. Azar, M.D.
Sherleen Chen, M.D.
Donald J. D'Amico, M.D.
John I. Loewenstein, M.D.

Active Staff

Surgeons in Ophthalmology

Ann M. Bajart, M.D.
Eliot L. Berson, M.D.
Gary E. Borodic, M.D.
Robert J. Brockhurst, M.D.
Sheldon M. Buzney, M.D.
Donald J. D'Amico, M.D.
Richard L. Dallow, M.D.
Claes H. Dohlman, M.D.
Thaddeus P. Dryja, M.D.
Elliot M. Finkelstein, M.D.
Richard P. Floyd, M.D.
C. Stephen Foster, M.D.
Anthony J. Fraioli, M.D.
Robert A. Gorn, M.D.
Evangelos S. Gragoudas, M.D.
Arthur S. Grove, M.D.
Tatsuo Hirose, M.D.
Frederick A. Jakobiec, M.D.
Mohandas M. Kini, M.D., Ph.D.
Joel A. Kraut, M.D.
Arnold J. Kroll, M.D.
Deborah P. Langston, M.D.
James R. Lee, M.D.
Simmons Lessell, M.D.
John I. Loewenstein, M.D.
Peter L. Lou, M.D.
J. Wallace McMeel, M.D.
Edward B. Murphy, Jr., M.D.
Ronald C. Pruett, M.D.
Edward A. Ryan, M.D.
Delia N. Sang, M.D.
Johanna M. Seddon, M.D.
Roger F. Steinert, M.D.
Felipe I. Tolentino, M.D.
David S. Walton, M.D.
John J. Weiter, M.D.
Michael S. Wiedman, M.D.

Associate Surgeons

Anthony P. Adamis, M.D.
Paul Arrigg, M.D.
Dimitri T. Azar, M.D.
Don C. Bienfang, M.D.
Romeo Chang, M.D.
Eugene C. Ciccarelli, M.D.
M. Reza Dana, M.D., M.P.H.
Maryanna Destro, M.D.
Alexander R. Gaudio, M.D.
Andrew J. Gillies, M.D.
Edward F. Goodman, M.D.
Cynthia L. Grosskreutz, M.D., Ph.D.
David S. Hutchison, M.D.
Kevin J. Kaufman, M.D., Ph.D.
Mark A. Latina, M.D.
Robert A. Lytle, M.D.
Howard Marton, M.D.
Craig A. McKeown, M.D. (resigned 8/01)
Joan W. Miller, M.D.
Shizuo Mukai, M.D.
David G. Perkins, M.D.
Roberto Pineda II, M.D.
Michael K. Pinnolis, M.D.
Joseph F. Rizzo III, M.D.
James W. Rosenberg, M.D.
Peter A. D. Rubin, M.D.
Bradford J. Shingleton, M.D.
Francis Sutula, M.D.
Jonathan H. Talamo, M.D.
Daniel J. Townsend, M.D.
John J. Woog, M.D.
Gloria Wu, M.D.
Lucy H. Y. Young, M.D., Ph.D.

Assistant Surgeons

Maida P. Antigua, M.D.
Jorge G. Arroyo, M.D.
Nathalie F. Azar, M.D.
Kathryn Colby, M.D., Ph.D.
Eric G. Endo, M.D.
Macie Finkelstein, M.D.
Evan B. Gold, M.D.
Paul L. Gunderson, M.D.

Bonnie An Henderson, M.D.
Mark S. Hughes, M.D.
Ernest W. Kornmehl, M.D.
David G. Lotufo, M.D.
Mariana D. Mead, M.D.
Louis R. Pasquale, M.D.
Steven M. Patalano, M.D.
Vincent J. Patalano II, M.D.
P. David Reese, M.D.
Claudia U. Richter, M.D.
David M. Tracy, M.D.
Richard S. Weinhaus, M.D.
Susan Wong, M.D.

Assistants in Ophthalmology
Stephen Belmonte, M.D.
Sherleen Chen, M.D.
Teresa C. Chen, M.D.
John B. Constantine, M.D.
Sandra L. Cremers, M.D.
Mark Dacey, M.D.
David E. Eisenberg, M.D.
Aaron M. Fay, M.D.
Jason Gilbert, M.D.
Jo-Ann E. Haney-Tilton, M.D.
Jeffrey Heier, M.D.
Deborah S. Jacobs, M.D.
Sandeep Jain, M.D.
Erik F. Kruger, M.D.
Mark C. Kuperwaser, M.D.
Robert T. Lacy, M.D.
Richard Low, M.D.
Raymond Magauran, M.D.
Mary Jane McCarron, M.D.
Margaret McLaughlin, M.D.
Samir Melki, M.D.
Mei Mellott, M.D.
Michael G. Morley, M.D.
Dale C. Oates, M.D., Ph.D.
Jean Ramsey, M.D.
Peter A. Rapoza, M.D.
Sarwat Salim, M.D.
Neal G. Snebold, M.D.
William Stinson, M.D.
William M. Tang, M.D.
Jeffrey L. Taveras, M.D.
Lynnette Watkins, M.D.
Janey Lee Wiggs, M.D., Ph.D.

Associate Staff

Surgeons
A. Robert Bellows, M.D.
Harry E. Braconier, M.D.
Leo T. Chylack, Jr., M.D.
Stephen J. Fricker, M.D.
B. Thomas Hutchinson, M.D.
Kenneth R. Kenyon, M.D.
Byron S. Lingeman, M.D.

Associate Surgeons
Michael A. Chang, M.D.
Trexler M. Topping, M.D.

Assistant Surgeons
Richard H. Feit, M.D.
Jeffrey P. Gilbard, M.D.
David S. Greenseid, M.D.
Ruthanne B. Simmons, M.D.
Jill A. Smith, M.D.

Assistants in Ophthalmology
Frederick C. Armbruster, M.D.
Tad D. Baum, M.D.
Paul E. Beade, M.D.
Jean-Bernard Charles, M.D.
Kenneth Chern, M.D.
Robert J. D'Amato, M.D., Ph.D.
Elizabeth Daher, M.D.
C. Douglas Evans, M.D.
Bradley Foster, M.D.
Bruce J. Gillers, M.D.
David Guyette, M.D.
Robert Haimovici, M.D.
Mami Iwamoto, M.D.
Eddie Kadrmas, M.D.
Daniel Laby, M.D.
Kameran Lashkari, M.D.
Edward F. McCarthy, M.D.
Ann McColgin, M.D.
M. Lisa McHam, M.D.
Martin D. Richler, M.D.
Thomas C. Smith, M.D.
Gerard Tanguilig, M.D.
Lois M. Townshend, M.D.
James Umlas, M.D.
Kuldip K. Vaid, M.D.
Paul J. Wasson, M.D.
Lawrence E. Weene, M.D.

Courtesy Staff

Surgeons
Albert R. Frederick Jr., M.D.
George E. Garcia, M.D.
H. Mackenzie Freeman, M.D.

Associate Surgeons
Frank G. Berson, M.D.
Chester J. Boulris, M.D.
David Z. Greenseid, M.D.
Ralph H. Hinckley, M.D.
Brent Lambert, M.D.
Robert A. Petersen, M.D.
Perry Rosenthal, M.D.
Clement Trempe, M.D.

Assistant Surgeons
Mark B. Abelson, M.D.
Claudia A. Arrigg, M.D.
C. Davis Belcher III, M.D.
Eric Johnson, M.D.
Jay Kaufman, M.D.
Ernst J. Meyer, M.D.
Carmen A. Puliafito, M.D.
Donald W. Putnoi, M.D.
Leon L. Remis, M.D.
Theodore Renna, M.D.

Assistants in Ophthalmology
Jules L. Baum, M.D.
Michael J. Bradbury, M.D.
Joseph F. Burke, M.D.
Jerome Catalino, M.D.
Richard A. Dornfeld, M.D.
Jay S. Duker, M.D.
Deborah S. Eappen, M.D.
Bishara Faris, M.D.
Edward Feinberg, M.D.
George T. Frangieh, M.D.
Jeffrey Gallo, M.D.
David S. Gendelman, M.D.
Kweku Ghartey, M.D.
Katrinka Heher, M.D.
Wilson Horsley, M.D.
Nabil I. Jarudi, M.D.
Mandi Z. Kunen, M.D.
Vicki Kvedar, M.D.
Joseph J. Levy, M.D.
Shelley G. McKee, M.D.
Mehul C. Mehta, M.D.
Clifford M. Michaelson, M.D.
Timothy J. Murtha, M.D.
Steven A. Nielsen, M.D.
Michael Piacentini, M.D.
Michael J. Price, M.D.
Michael B. Raizman, M.D.
Lawrence I. Rand, M.D.
Elias Reichel, M.D.
Deborah Schlossman, M.D.
Joel Schuman, M.D.
Sabera T. Shah, M.D.
Sarkis H. Soukiasian, M.D.
Ernest A. Sutcliffe, M.D.
John V. Thomas, M.D.
Stewart J. Turner, M.D.
Eliane Uninsky, M.D.
George A. Violin, M.D.
Stephen A. Youngwirth, M.D.
Deborah E. Zuckerman, M.D.

Emeritus Staff

Surgeons
Jack F. Bowers, M.D.
Thomas P. Cronin, M.D.
John R. Gehring, M.D.
W. Morton Grant, M.D.*
Joseph C. Kim, M.D. *
Eeva-Liisa Martola, M.D.
George Olive, M.D.
Charles L. Schepens, M.D.
John G. Sebestyen, M.D.
Richard J. Simmons, M.D.

Associate Surgeons
Philip J. Harris, M.D.
Roland Houle, M.D.

Assistant Surgeons
Robert Kinder, M.D.
Peter B. Mooney, M.D.
Arthur Morrissey, M.D.

Assistants in Ophthalmology
Firmon E. Hardenbergh, M.D.
Bernard Schwartz, M.D., Ph.D.

Honorary Staff

Senior Honorary Surgeon
Irving L. Pavlo, M.D.

Surgeons
Ephraim Friedman, M.D.
Alfred W. Scott, M.D.

* deceased

Soccoro Pendon, R.N., one of the many fine nurses on the Infirmary's 11th floor, listens to and comforts her patient. The Department of Nursing provides compassionate and quality nursing care to patients, their families and/or significant others. The ultimate goal of our nursing care is to restore the patient to their optimal level of health.

Associate Surgeons

John M. Carroll, M.D.

Paul F. Vinger, M.D.

Assistants in Ophthalmology

Robert B. Cook, M.D.

Consulting Staff

Associate Surgeons

Lloyd M. Aiello, M.D.

Richard Robb, M.D.

Assistant Surgeon

David Miller, M.D.

Assistant Staff

Assistants in Ophthalmology

Nader Ameli, D.O.

Amin Ashrafzadeh, M.D.

Carlo Bernardino, M.D.

Steven R. Brusie, M.D.

Eli Chang, M.D.

Sherleen Chen, M.D.

Eric Dudenhoefer, M.D.

David Gosiengfiao, M.D.

Lynn Halpern, M.D., Ph.D.

Deeba Husain, M.D.

Ivana Kim, M.D.

Derek B. Lauritzen, M.D.

Jane Ahn Lee, M.D.

Lillian Lee, M.D.

Michael Lee, M.D.

Eugene S. Lit, M.D.

John H. Mandeveille, M.D.

Jeff S. Maltzman, M.D.

Shahzad Mian, M.D.

Anh Nguyen, M.D.

Mahnaz Nouri, M.D.

George Papaliodis, M.D.

Robert I. Park, M.D.

Victor Perez, M.D.

Subhransu K. Ray, M.D., Ph.D.

Adam Rogers, M.D.

Haytham I.S. Salti, M.D.

Kimberly Sippel, M.D.

Gisela Velez, M.D.

Robert Wang, M.D.

Patrick Yeh, M.D.

David Yi, M.D.

Ayman Youssri, M.D.

David Zacks, M.D.

Residents

Nisha Acharya, M.D.

Fina Canas Barouch, M.D.

Sheila Borboli, M.D.

Cindy Wang Chao, M.D., Ph.D.

Cynthia Chiu, M.D.

Nicoletta Fynn-Thompson, M.D.

Liane Glazer, M.D.

Mark Hatton, M.D.

Murat Kalayoglu, M.D., Ph.D.

Bong Young Koh, M.D.

Matthew S. Lawrence, M.D., Ph.D.

Ming Lu, M.D., Ph.D.

Joseph Ma, M.D.

Mark Rosenblatt, M.D., Ph.D.

Christopher Starr, M.D.

Jennifer Sun, M.D.

Manoj Thakker, M.D.

Rafael Ufret-Vincenty, M.D.

Demetrios Vavvas, M.D., Ph.D.

Nadia Waheed, M.D.

Sonia Yuen, M.D., Ph.D.

Research Appointments

Research Associates

Meredithe L. Applebury, Ph.D.

Vadim Y. Arshavsky, Ph.D.

Oleg Bulgakov, Ph.D.

Chanqi Cai, Ph.D.

Margaret DeAngelis, Ph.D.

Hakryul Jo, Ph.D.

Polina Lishko, Ph.D.

Xiao-qing Liu, Ph.D.

Clint L. Makino, Ph.D.

Jarema Malicki, Ph.D.

Kirill A. Martemyanov, Ph.D.

Francesca Pignoni, Ph.D.

Carlo Rivolta, Ph.D.

Michael A. Sandberg, Ph.D.

Dror Sharon, Ph.D.

Jun Yang, Ph.D.

Yun Zhao, Ph.D.

Research Fellows

Jalmal Al-Murajan, M.D.

John Christoforidis, M.D.

Nathalie Collignon, M.D.

Chun Chen Chen, M.D.

Jun Chen, M.D.

Dayse de Sena, M.D.

O. Geoffrey Doerre, Ph.D.

Khyyam Durrani, M.D.

Jessica Fernandez-Suntay, M.D.

Eric E. Gabison, M.D.

Jie Gao, Ph.D.

Tomoki Isayama, Ph.D.

Susumu Ishida, M.D., Ph.D.

Joel A. Javier, M.D.

Antonia M. Joussen, M.D.

Yuichi Kaji, M.D., Ph.D.

Takuji Kato, M.D.

Jae B. Lee, M.D.

Eric Letko, M.D.

Hsin Chiung Lin, M.D.

Virve A. Luukka, Ph.D.

Margaret Meniconi, M.D.

Kazuaki Miyamoto, M.D.

Sandra Montezuma, M.D.

Hiroyuki Morimura, M.D.

Alexandre Moulin, M.D.

Vicente V. Ocampo, M.D.

Mina Pantcheva, M.D.

Prasad Panthagani, M.B.B.S.

Harold Pariser, Ph.D.

Vassiliki Poulaki, Ph.D.

Cinthia Proano, M.D.

Zlatko Pujic, Ph.D.

Reem Renno, M.D.

Carlo Rivolta, M.D.

Mohamed Shahin, M.D.

Dror Sharon, Ph.D.

Hogara Taguchi, M.D.

Yoshiko Terada, M.D.

Nattaport Tesavibul, M.D.

King To, M.D.

Tomohiko Usui, M.D.

Xiangyun Wei, Ph.D.

Xiao-Hong Wen, M.D.

Hiroyuki Yamamoto, M.D., Ph.D.

Kenji Yamashiro, M.D.

Ellen Yu, M.D.

Cataract Consultation & General Eye Service

Edward B. Murphy, Jr. M.D.,
Co-Director

Bonnie An Henderson, M.D.,
Co-Director

Corneal & Refractive Surgery Service

Dimitri T. Azar, M.D.,
Director

Diabetic Retinopathy Service

Donald J. D'Amico, M.D.,
Director

Electroretinography Service

Eliot L. Berson, M.D.,
Director

Eye Emergency Service

Lynnette Watkins, M.D.
Director

Epidemiology Unit

Johanna M. Seddon, M.D.,
Director

Glaucoma Consultation Service

Cynthia Grosskreutz, M.D., Ph.D.
Co-Director

Louis R.Pasquale, M.D.
Co-Director

Immunology-Uveitis Service

C. Stephen Foster, M.D.,
Director

MEEA - Brigham & Women's Ophthalmology Service

Roberto Pineda II, M.D.
Chief

Methuen Eye Center

Sandeep Jain, M.D.
Acting Director

Morse Laser Center

Evangelos S. Gragoudas, M.D.,
Director

Neuro-Ophthalmology Service

Simmons Lessell, M.D.,
Director

Ocular Motility and Pediatric Ophthalmology Service

Nathalie F. Azar, M.D.
Director

Oculoplastics Service

Peter A.D. Rubin, M.D.,
Director

Ophthalmic Oncology Service

Frederick A. Jakobiec, M.D.,
Director

Ophthalmic Pathology
Thaddeus P. Dryja, M.D.,
Director

Residency Training
Anthony P. Adamis, M.D.,
Director

Retina Service
Evangelos S. Gragoudas, M.D.,
Director

Eye Trauma Service
Subhransu K. Ray, M.D., Ph.D.
Director (7/1/00 - 6/30/01
Sherleen Chen, M.D.
Director (7/1/01 - present)

Eye Virology Service
Deborah Pavan Langston, M.D.,
Director

Vision Rehabilitation Service
Joel A. Kraut, M.D.,
Director

Research Staff

Berman-Gund Laboratory for the Study of Retinal Degenerations
Eliot L. Berson, M.D.,
Director
Peggy Rodriguez
Manager of Administration
Robert J. Brockhurst, M.D.
Alexander R. Gaudio, M.D.
Tiansen Li, Ph.D.
Michael A. Sandberg, Ph.D.
King To, M.D.

Howe Laboratory of Ophthalmology
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DEPARTMENT OF OTOLARYNGOLOGY

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Parviz Janfaza, M.D.
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Michael A. Williams, M.D.
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Amy Lai, M.D.
John K. Jarboe, M.D.
Mark F. Rounds, M.D.

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J. Nicholas Vandemoer, M.D.

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Bjorn Bie, M.D.
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Robert A. Frankenthaler, M.D.
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YEAR IN REVIEW

Among the Nation's Best

The Massachusetts Eye and Ear Infirmary's leading medical specialists were listed in the 2001 edition of *America's Top Doctors*, a Castle Connolly guide. *America's Top Doctors* is a consumer-oriented publication used for locating the most specialized doctors in the nation. The following Infirmary physicians were listed in the Ophthalmology section: C. Stephen Foster, M.D., Frederick A. Jakobiec, M.D. (Chief of Ophthalmology), Roger F. Steinert, M.D., and David S. Walton, M.D. The following physicians were listed in the Otolaryngology (ear, nose, throat, head and neck) section: Mack L. Cheney, M.D., Richard L. Fabian, M.D., Joseph B. Nadol, Jr., M.D., (Chief of Otolaryngology), Dennis Poe, M.D., and Steven M. Zeitels, M.D. The following physician was listed in the Pediatric Otolaryngology section: Roland D. Eavey, M.D. For the eleventh consecutive year, the Massachusetts Eye and Ear Infirmary was named one of America's Best Hospitals by *U.S. News & World Report*. The Infirmary was ranked third in the category of Ear, Nose and Throat and fourth in Eyes.

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Consultant in Radiation Oncology

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James L. Demetroulakos, M.D.
Maynard C. Hansen, M.D.
Griffith S. Hsu, M.D.
Cheong H. Kim, M.D.
Robert A. Stern, M.D.

Consultant in Oral/ Maxillofacial Surgery

Meredith August, M.D., D.M.D.

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Joseph A. Moretti, M.D.
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John C. Trakas, M.D.

Senior Consulting Surgeon

J. Charles Drooker, M.D.

Research Fellows

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Ashraf Abou-Halawa, M.D.
Rosie Dawkins
Ronald DeVenecia, M.D., Ph.D.
Ricardo Godinho, M.D.
Wangsong Gong, B.S.
Keiko Hirose, M.D.
Isabelle Israel, Ph.D.
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Syed Kamil, M.D.
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Ivan Keogh, M.D.
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Jeannie Chung, M.D.
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Director

Jenks Vestibular Physiology Lab
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Director

Mosher Laryngology Research Laboratory
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Director
James Heaton, Ph.D.

Otopathology Laboratory
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Director
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Co-Director
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Co-Director

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Director
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Philip D. Kousoubris, M.D. (resigned, 7/01)
Kiyokazu (Jack) Momose, M.D.
Paul A. Caruso, M.D. (effective, 8/01)

Assistant in Radiology
Kenneth R. Davis, M.D.
Michael H. Lev, M.D.
James D. Rabinov, M.D.
Sandra P. Rincon, MD
Laura Vitale Romo, M.D.
Pamela W. Schaefer, M.D.

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Associate Radiologist
R. Gilberto Gonzalez, M.D.

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Milford Schulz, M.D.

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Clinical Associate in Radiology
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1997 L. Dennis Shapiro
1997 Robert D. Sweeney

* deceased

YEAR IN REVIEW

Honoring a Family Tradition

For six decades, the Winthrop Family has helped Infirmary physicians and researchers pursue their understanding and treatment of hearing disorders. Beginning in 1944 with a gift from the late Frederic Winthrop, Sr., the Winthrops helped the Infirmary establish one of the first clinics for hearing-impaired children, proving that young children with hearing loss could learn to communicate through spoken language. Still focused on the leading edge, the Winthrop Fund recently equipped a laboratory for Stephan Heller, Ph.D., in the Eaton-Peabody Laboratory, whose research aims to identify genes underlying hearing loss. A small reception was held to thank the Winthrop family for their generosity.

Pictured from left to right: Angela Winthrop, Joseph B. Nadol Jr., M.D., F. Curtis Smith, Frederic Winthrop Jr., and Susan Winthrop.

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1998 James T. Brett
1998 Richard J. Chaffin
1998 Cheryl L. Clarkson
1998 Renée M. Landers
1998 Pamela McDermott
1998 Christopher E. Nolin
1998 Richard Taylor
1999 Peter C. Aldrich
1999 Samuel Altschuler
1999 Nancy Jo Altschuler
1999 Andrew C. Culbert
1999 Joel P. Davis
1999 Joanne Dickinson
1999 Gerard F. Doherty
1999 Jeffrey E. Horvitz
1999 Richard L. Kobus
1999 Dr. Jacqueline W. Libergott
1999 John Marenghi
1999 Thomas P. McDermott
1999 Suzanne Murray
1999 Eugenia "Gene" Seamans
1999 John Larkin Thompson
1999 Dr. Juliette Tuakli
1999 Wat Tyler
2000 Sol Boucai
2000 Georgette Boucai
2000 Paul Fireman
2000 Richard I. Freedman
2000 David A. Gladstone
2000 Robert C. Jordan, Jr.
2000 John E. Kavanagh, III
2000 Jonathan Kutchins
2000 Mrs. August R. Meyer
2000 John O. Parker
2000 Carol Sawyer Parks
2000 Phyllis Redstone
2000 Robert H. Rines
2000 David N. Saul
2000 Gordon H. Silver
2000 William B. Smith
2000 Polly Townsend
2001 Richard H. Aldrich
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2001 Karen F. Green
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Gift Shop Liaison

YEAR IN REVIEW

Reaching Out to the Community

As part of the Community Benefits Program, the Infirmary continued its outreach efforts by offering free health screenings and lectures in the Boston area. The program offered comprehensive vision and hearing care to the Infirmary's "adopted" school, the Neighborhood House Charter School in Dorchester, Mass. The school's 200 children continue to benefit from this program. In addition, Infirmary ophthalmologists provided free vision screenings to the children at the North Shore Preschool in Beverly Farms, Mass.

The Infirmary performed five free cosmetic and reconstructive surgeries promised to victims of domestic violence as part of the ongoing collaboration with the R.O.S.E. (Regaining One's Self-Esteem) Fund. The surgeons at the Infirmary's Facial and Cosmetic Surgery Center volunteered to participate in this program. The Infirmary's anesthesiologists also donated their services, and the hospital donated surgical services. The Infirmary is pleased to help these victims of violence and has extended this collaboration to include three more surgeries.

Benefactors

NAMED IN HONOR OF EDWARD REYNOLDS, M.D. (1793-1881), CO-FOUNDER OF THE INFIRMARY, THE REYNOLDS SOCIETY WAS ESTABLISHED IN 1986 TO RECOGNIZE THOSE SPECIAL FRIENDS WHO CONTRIBUTE AT A LEADERSHIP LEVEL DURING THE FISCAL YEAR. THE INFIRMARY THANKS THE FOLLOWING REYNOLDS SOCIETY MEMBERS FOR THEIR GIFTS AND PLEDGES OF $2,000 OR MORE FROM OCTOBER 1, 2000 THROUGH SEPTEMBER 30, 2001.

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Norman Knight

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Tony and Mary Adamis
Mr. and Mrs. William F. Allen, Jr.
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* deceased

YEAR IN REVIEW

Walk for Vision

Vision Community Services and the Massachusetts Eye and Ear Infirmary teamed up to sponsor a 5K Run/Walk that took place in September along the Charles River in Boston. The successful event raised $63,000, with proceeds benefiting vision research, rehabilitation and social services for children, adults and the elderly. Members of Team With A Vision enjoyed an opportunity to raise awareness for a worthy cause.

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YEAR IN REVIEW

Trustee Honors Infirmary

At the 2001 Annual Meeting, John Dowling, Ph.D., Trustee and retina researcher, gave the Infirmary a priceless and thoughtful gift — one of his numerous research awards. Dr. Dowling received The Helen Keller Prize for Vision Research from the Helen Keller Eye Research Foundation in May of 2000. The prize is a beautifully sculpted bust of Helen Keller. Dr. Dowling's prestigious award will be on display for all those who visit the Infirmary.

Stephan Heller, Ph.D., Infirmary investigator in the Eaton-Peabody Laboratory, conducts research in order to identify genes that cause diseases of the inner ear. A state-of-the-art research laboratory was recently opened specifically for Dr. Heller's work.

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YEAR IN REVIEW

Annual Dinner is Inspirational

The 15th Annual Reynolds Society Dinner and Achievement Awards was held at the Boston Harbor Hotel in November. More than 265 Infirmary family and friends attended. The evening's emcee was Lisa Hughes, Emmy Award-winning journalist and anchor for WBZ-TV 4 News. Special guest, Karen Stuart described her daughter's struggle with hearing loss and her successful treatment in the Infirmary's Auditory Rehabilitation Center.

Achievement Awards were presented to two exceptional recipients: Barry Scheur, J.D., and Gordon Gund. Mr. Scheur, blind since birth, has contributed his expertise to the managed care arena, founded Scheur Management Group, a management and consulting firm specializing in managed care solutions, and has written and lectured on trends in managed care. Mr. Gund is the founder of Foundation Fighting Blindness, the principal owner of the Cleveland Cavaliers, and has received numerous awards, including the Special Recognition Award of the International Association for Research in Vision and Ophthalmology.

Emcee Lisa Hughes presents a Reynolds Society Achievement award to Barry Scheur, J.D., while his wife, Aviva, looks on.

The Annie Sullivan Society

The Annie Sullivan Society honors and recognizes the many thoughtful and generous friends who have joined the Infirmary in its mission to preserve sight, hearing, speech and balance. Membership in the Annie Sullivan Society is open to those who name the Massachusetts Eye and Ear Infirmary in their wills, planned gifts or estate plans. There is no membership fee.

Annie Sullivan, known to the world as "The Miracle Worker," helped her student, Helen Keller, become one of the most inspirational people of the twentieth century. With Annie's help, Helen proved to the world that a blind and deaf person could become a leader in a world of sight and sound.

Many do not know that Annie, too, struggled with vision problems throughout her life. As a child, her eyesight was normal until shortly before her eighth birthday, when she was struck by a disease that clouded her vision. Despite three operations, Annie's eyesight did not improve, and she resigned herself to a life of blindness. However, at the age of 15, she learned of Dr. Henry Bradford at the Massachusetts Eye and Ear Infirmary who performed two surgeries, eventually restoring vision to Annie.

BECOME A

MIRACLE WORKER

Though her gift of sight was only temporary, Annie decided to pursue a career as a teacher of the blind. Her first teaching assignment was the 7-year-old blind, deaf and mute Helen Keller, whom she would teach and nurture for the rest of her life.

Become a Miracle Worker

Your legacy, of whatever size, is critically important in helping the Massachusetts Eye and Ear Infirmary provide the finest care to patients with disorders of the eyes, ears, nose, throat, head and neck. With your help, Infirmary physicians and scientists will continue to improve the training, and achieve the breakthroughs, that one day may prevent those diseases or cure them entirely.

By joining the Annie Sullivan Society, you will enjoy:

> An annual members' reception;

> Inclusion in an Annie Sullivan Society members listing published in the Infirmary's Annual Report;

> A subscription to the Society's newsletter, featuring current news of the Infirmary and information on financial planning;

> The satisfaction of knowing that you are helping to work "miracles" in the lives of those who live with the loss of vision, hearing, speech or balance.

For more information about the Annie Sullivan Society, please contact Melissa Paul, Director of Major Gifts, at 617-573-4168.

Members of the Annie Sullivan Society

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Albert Auburn
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ABOUT THE COVER:

The cover of the 2001 Annual Report is a photograph of a gene sequence. Research, in addition to clinical care and medical education, is an important component of the Infirmary's mission. Our investigators are involved in novel experimental research programs that seek safer, more effective ways to prevent and treat diseases of the eyes, ears, nose, throat, head and neck. Researchers at the Infirmary utilize a variety of sophisticated approaches, which include basic, molecular, genetic and translational research, and participate in clinical trials.

2001 MEEI Annual Report

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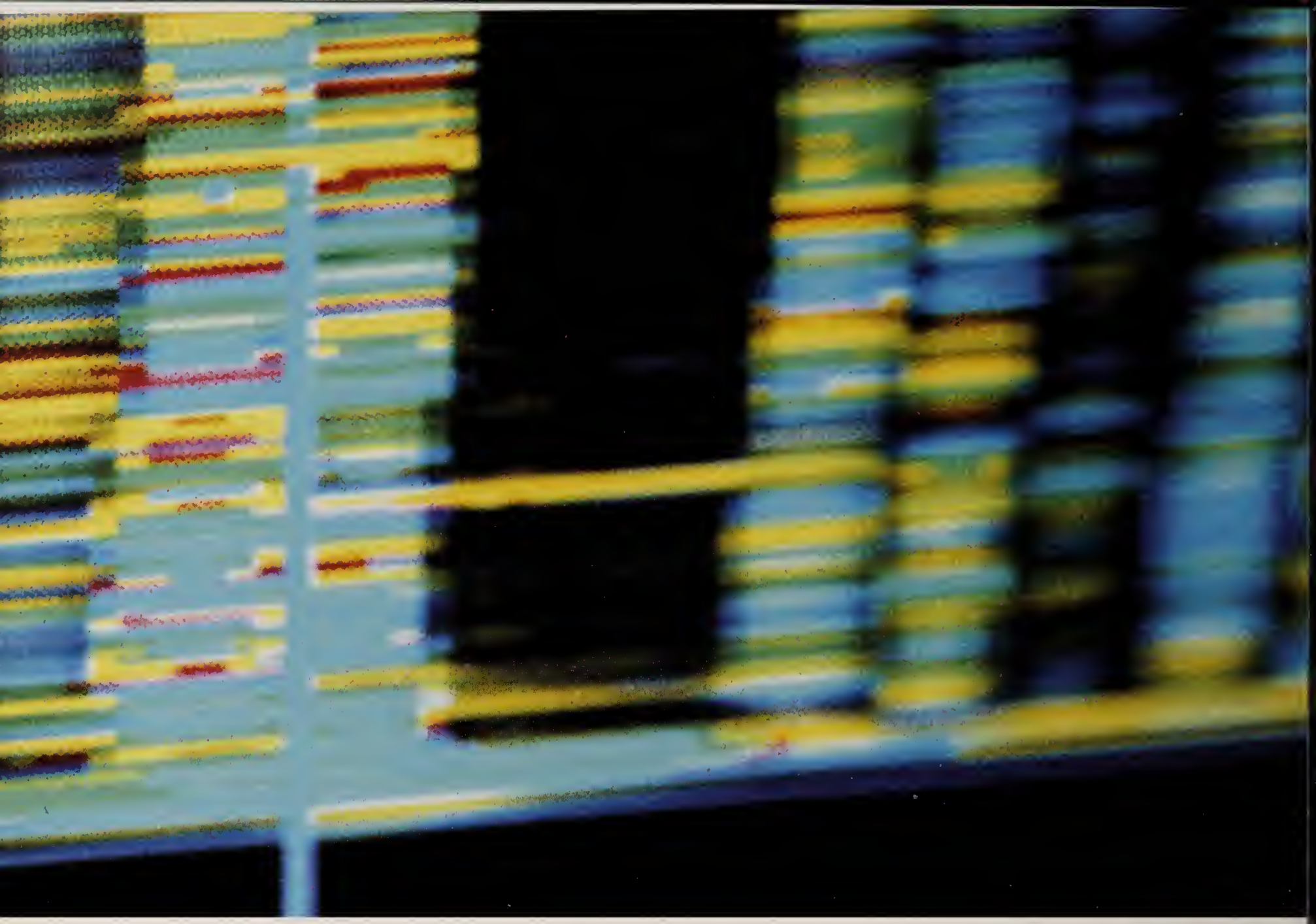

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Massachusetts Eye and Ear Infirmary

ANNUAL REPORT 2002

IN MEMORIAM

As another year comes to a close, let us reflect on those Infirmary family members who passed away in 2002. We dedicate this Annual Report to them.

Dr. Mariana Mead, who began her career as an emergency room nurse, was the Infirmary's first female Chief Resident. A cornea specialist, she traveled to India with a team of ophthalmologists to provide eye care to impoverished communities. Dr. Mead had a passion for life, a dedication to teaching, and an unwavering desire to help others.

DR. MARIANA MEAD

Following in her father's footsteps, Dr. Ruthanne B. Simmons became a well-known ophthalmologist and glaucoma specialist. She was a caring and compassionate physician who put patient care above all else. Dr. Simmons was also an active researcher and lecturer.

DR. RUTHANNE B. SIMMONS

Charles T. Wood was an Infirmary family member since 1955, President from 1966 to 1983, and a Trustee since 1983. His innovative thinking changed the way the Infirmary billed its patients for extended stays, and ultimately, challenged traditional hospital accounting methods in Massachusetts. In the early 1970s, Mr. Wood oversaw the design and construction of the Infirmary's 15-story building, allowing patient care to continue uninterrupted during the renovation. He remained an involved and dedicated Trustee until his death. His contributions, both of heart and mind, will not be forgotten.

CHARLES T. WOOD

Other members of the Infirmary family who passed away this year, but who are not pictured, are Leonard Bodden, maintenance mechanic first class since 1979; Dr. Robert Haimovici, former Retina Fellow; Errol Lowe, Receiving and Stores Coordinator for almost 16 years; Professor Walter A. Rosenblith, a Trustee since 1976, who made invaluable contributions to the Eaton-Peabody Laboratory; and Martha VonDette, R.N., Night Nursing Supervisor for more than 21 years.

We will remember all of them for their personal and professional contributions and will cherish them always.

Report of the President and the Chairman

For 178 years, the Infirmary has stood firm in its mission to provide excellence in patient care, teaching and research. The collaboration among the Board of Directors, the Chiefs, the Administration and the Medical Staff has resulted in one of the most productive years in memory. FY 2002 was also a year of change. After more than 13 years as Chief of Ophthalmology at the Infirmary and Chairman of Ophthalmology at Harvard Medical School, Dr. Frederick A. Jakobiec stepped down on July 1. We extend our appreciation for the accomplishments during his tenure. Dr. Jakobiec has remained on the full-time staff, and we look forward to his future contributions. Dr. Evangelos Gragoudas was named the acting Chief of Ophthalmology and Chairman of Ophthalmology at Harvard Medical School. A nation-wide search is underway and expected to be completed by July.

This year we instituted several new programs that have enhanced patient care, improved our working environment, expanded our research activity, and maintained fiscal accountability while providing the highest quality of care for our patients.

Patient Care

The Infirmary earned a score of 97% in the Joint Commission on the Accreditation of Healthcare Organization's survey. In addition, *U.S. News & World Report* once again ranked the Infirmary as one of the top four hospitals in the United States in both of its specialties.

A milestone was reached on April 1 as the first Infirmary patient was treated at the new Northeast Proton Therapy Center. A special room in the Center, designed to treat malignant eye tumors, represents the successful transfer of a long-standing collaborative program between the Infirmary's Department of Ophthalmology and Harvard Cyclotron's Department of Radiation Oncology.

The Norman Knight Hyperbaric Medicine Center treated its 1,000th patient and completed its 10,000th treatment. Through the vision of Dr. Richard Fabian and the generosity of Mr. Knight, treatment at the Center has saved lives and averted permanent disabilities in many patients.

The Infirmary added two full-time physicians to its ophthalmology and otolaryngology staffs and recruited a radiologist. Dr. Jean Bruch joined the General Otolaryngology Service, Dr. Sherleen Chen joined the General Eye Service, and Dr. Paul Caruso joined the Radiology staff.

Thanks to the support of friends of the Infirmary and the guidance of Dr. Joseph B. Nadol, Jr., Chief of Otolaryngology, and Dr. Jakobiec, patient diagnosis and treatment were enhanced through the purchase of state-of-the-art technology that is described throughout this Annual Report.

Although many hospitals are faced with nursing shortages, the Infirmary has maintained its tradition of nursing excellence due to committed long-term staff, strategic training and through the leadership of Carol Covell, R.N., M.S., Senior Vice President of Patient Services. Under the direction of Fran Annand, R.N., we continue to cross train all nurses to provide the best care for all patients. We are offering educational courses for the pediatric nurses in preparation for the FY 2003 opening of the Pediatric Intermediate Intensive Care Unit. Our nursing excellence could not be achieved without our nurse managers – Linda Belkner, R.N., Marilou

Cummings, R.N., Cindy Gardell, R.N., Alan McGoldrick, R.N., Debbie Rich, R.N., – and without the hard work of our clinical leaders and nursing staff.

This year, due to significant structural concerns, the Infirmary decided to abandon the option of adding two additional floors to the hospital's main tower. Instead, renovation plans were developed to accomplish our goals of increasing outpatient clinical volumes and research space.

Research Activity

We enjoyed a fruitful year in the area of research. *Newsweek* magazine featured an article on neural prosthetics, which focused on our Keck Neural Prosthesis Research Center projects and highlighted work by Drs. Eddington, Wall, Hillman and Rizzo. The new Voice Restoration Research program, led by Dr. Steven Zeitels and endorsed by performer Julie Andrews, is a collaborative effort between researchers at the Infirmary, the Massachusetts Institute of Technology, and the Massachusetts General Hospital.

The Joint Clinical Research Center sponsored the Harvard Medical School Department of Ophthalmology's Biennial Research retreat. Co-chairs Dr. Kathryn Colby and Dr. Cynthia Grosskreutz planned this extensive program that showcased research conducted throughout Harvard Medical School.

Dr. Thaddeus Dryja and others were named in two Japanese patents relating to retinoblastoma. Dr. Joseph Rizzo and others were named in a U.S. patent related to a retinal prosthesis.

Research Administration, under the direction of Elayn Byron, made significant progress. The position of Chief Engineer Research IT was created. The first modules of the InfoEd web-based administrative reporting system for Research Administration were installed. The DNA Sequencing Center for Vision Research (DSCVR) began serving our NIH-funded vision researchers. This NIH-subsidized center provides Infirmary, Schepens and Harvard vision researchers with substantial savings for DNA sequencing.

Education

Teaching the next generation of surgeons and scientists is an important part of our mission. Dr. Anthony Adamis was named our Teacher of the Year, and Dr. Nadol received the William W. Montgomery Award for Excellence in Teaching. Dr. Roberto Pineda was appointed as a Scholar in the Academy of Harvard Medical School.

The Infirmary celebrated the addition of a new Professor of Ophthalmology, Dr. Joan W. Miller. Congratulations to Glaucoma Fellow Dr. Laura Fine, who was awarded a Heed Ophthalmic Fellowship, and to Dr. John Loewenstein, who assumed the role of Ophthalmology Residency Program Director.

Staff Development

This year we welcomed the following: Chris Regan, Vice President of Human Resources; Jeff Schuster, Manager of Diagnostic Imaging; Patricia MacDonald,

YEAR IN REVIEW

Infirmary Ranks Above the Rest

For the twelfth consecutive year, the Massachusetts Eye and Ear Infirmary was named one of America's Best Hospitals by *U.S. News & World Report*. The Infirmary was ranked third in the category of Ear, Nose and Throat and fourth in Eyes. The Joint Commission on the Accreditation of Healthcare Organizations gave the Infirmary an exemplary score of 97% during their recent survey.

Amy Stein, M.S., one of many dedicated Infirmary audiologists, performs a series of hearing tests on a child with a cochlear implant. Auditory Rehabilitation Center audiologists work closely with professionals in the fields of otolaryngology and speech-language pathology to ensure the best care for their patients.

Manager of the Eye Plastics Service; Barbara Scully, Director of Professional Billing for Massachusetts Eye and Ear Associates; and Lorie Miller, Director of Patient Revenue and Receivables. In addition, Phillip Johnson was promoted to Director of Revenue Cycle Operations.

Financial News

The Foundation's operating results for FY 2002 were significantly improved from last year due to successful negotiation of new contracts with three managed care plans, increased surgical and ambulatory patient volumes, and improvement in the revenue generation and collection processes. However, the improvement in operating performance was largely offset by significantly lower investment performance and increased expenses related to a legal action the Infirmary has filed. The Foundation posted a bottom line loss of just under $2 million in FY 2002. We believe the improvement in operating performance achieved last year will extend into 2003 and bodes well for our future. While there are no assurances that investment income will rebound, we will strive to return to a breakeven bottom line next year.

The fiscal management team worked aggressively to improve the quality of patient receivables and the collection process. Gross days in receivable decreased to almost 55 days from 68 days last year's end. Cash collections were up by more than 7%, and management met its commitment for limiting bad debt and denials write-offs. The age and quality of the receivable has improved due to process and procedural changes made during the last year in all areas of the Revenue Cycle.

Development

Despite a slow economy, the Infirmary's fund-raising team, under the direction of Bruce Jordan, Vice President for Development and Public Affairs, raised $9.2 million, surpassing the $9 million goal and achieving the second highest total in Infirmary history. We held numerous fundraising events including the Fifteenth Annual Reynolds Society Dinner, the first Founders Day Luncheon, and a reception in Kennebunk, Maine, hosted by Trustee Matt Burns and his wife, Debbie.

Special thanks to James Sullivan, Sr., Board Member and Chairman of the Development Committee, to the members of the Development Committee – including the new Chairman, Fred Thorne – and to the Trustees, physicians and staff who worked so hard in this endeavor. Special highlights of FY 2002 include:

> A generous $1,225,000 unrestricted charitable trust established by Board Member Rich Aldrich;
> An unrestricted bequest from the estate of Honorary Trustee Susan Hilles, conservatively valued at $800,000;
> A pledge of $760,000 from Board Member Peter and Widgie Aldrich for an endowed Retina Fellowship;
> A bequest supporting Dr. Joseph Rizzo's retinal computer chip R&D from the estate of Lee Kingsbury-Smith, conservatively valued at $500,000;
> A pledge of $400,000 from the Eleanor R. Murphy Charitable Lead Trust, supporting Dr. Mark Varvares' research in head and neck surgical oncology;
> A bequest of almost $300,000 from the estate of Margaret Abrahamian for Dr. Joseph Nadol's otology research;
> A $250,000 challenge grant for Auditory Rehabilitation by an anonymous foundation;
> A gift of almost $250,000 from Norman Knight to establish an Ophthalmology Fund, a fund to inaugurate awards for nursing excellence, and a fund for Infirmary employees;
> A planned gift of $230,000 from an anonymous trustee for Auditory Rehabilitation; and
> A bequest of $200,000 from the estate of John R. Fitzpatrick to endow an Ophthalmology research fund.

Community Benefits

The Infirmary continued its commitment to providing service to the community through a variety of projects. Trustee Sue Murray became Chair of the Community Benefits Advisory Committee. The Infirmary was part of a committee that brought the EyeSite, a low vision exhibit created by the National Eye Institute, to shopping malls throughout New England. As part of its ongoing collaboration with the R.O.S.E. (Regaining One's Self-Esteem) Fund, the Infirmary and its medical staff

donated free cosmetic surgeries to victims of domestic violence. The Infirmary's Vision and Hearing Care Program expanded to care for an increased population of children at the Neighborhood House Charter School in Dorchester, Mass.

Information Services

A multi-disciplinary group helped define and refine the mission and guiding principles for the Information Services Department (ISD), which is to support the foundation's mission of patient care, teaching, and research by providing a secure information technology environment that is responsive to user needs. The ISD had an integral role in the successful implementation of revenue enhancement initiatives including the Registration Integrity Program, the Charge Entry Reconciliation and Tracking subsystem, and the implementation of the New England Healthcare EDI Network eligibility tracking functionality. Another major priority was the improvement of data storage, back up and disaster recovery capabilities.

International Program

As a world-renowned academic medical institution, the Infirmary continued to provide international patients with the latest innovations for diagnosis and treatment of the most acute clinical conditions. The MEEI International newsletter, launched this year, informs the international community of these advances.

Marketing Efforts

The Marketing Department implemented a multi-media branding campaign to help raise awareness of our range of services. In addition, the Laser Vision Correction Center was promoted as the radio sponsor of the New England Patriots, and the Norman Knight Hyperbaric Medicine Center enjoyed increased interest due in part to an advertising campaign in the *New England Journal of Medicine*.

Dr. Miller Named Professor at HMS

Dr. Joan W. Miller was recently promoted to the rank of Professor of Ophthalmology by the Harvard Medical School Board of Governors. A graduate of Harvard Medical School, Dr. Miller completed her residency and fellowship at the Infirmary and has been on the hospital's full-time faculty since 1991. She is the director of the Angiogenesis Laboratory and co-director of the Laser Laboratory. In addition to her busy clinical practice, Dr. Miller has published extensively, and her excellence in research has been recognized by numerous sources, including the Macula Society. She was recently given the prestigious Retina Research Award by the Club Jules Gonin. Her research efforts have focused on developing new therapies for retinal diseases, particularly age-related macular degeneration.

Managed Care

Infirmary and MEEA Chief Financial Officers Peter Chinetti and Michael Koziol, along with Melissa Lowry, Director of Managed Care, and a group of physicians, led renegotiation efforts, which resulted in a multi-year contract with Harvard Pilgrim Health Care; a Letter of Agreement with Tufts; an amendment to Secure Horizons; and a multi-year hospital agreement with Blue Cross. We are delighted to maintain our history of providing top-quality care to their patients.

Louis Pasquale, M.D., Co-Director of the Glaucoma Service, performs surgery with the use of a state-of-the-art microscope. Anne Carrette, R.N., operating room charge nurse, works with the anesthesiologists and other nurses to provide seamless care.

Public Affairs/Web Site

The Infirmary experienced a successful year in terms of media attention through the efforts of the Public Affairs team. Media placements appeared in publications such as *Newsweek* and the *New York Times*, and National Public Radio, in addition to local news outlets. The Infirmary's Web site continued to improve to better serve our patients and our referring physicians. Online pre-registration is now available to Infirmary patients.

Legal Update

We are disappointed to note a development in our litigation with QLT, Inc. The United States District Court granted all summary judgment motions in favor of QLT and against the Infirmary in a lawsuit filed in 2000 regarding certain business disputes related to the Infirmary's development of the use of verteporfin for age-related macular degeneration. A second lawsuit filed by the Infirmary against Novartis and QLT claiming patent infringement of the Infirmary's solely owned patent, issued May 1, 2001, is ongoing.

In Conclusion

Once again, the Infirmary has had a strong year. We have positioned ourselves to meet the challenges and opportunities that are in store for us in 2003. We look forward to maintaining our leadership as the preeminent otolaryngology and ophthalmology specialty institution in the country.

F. CURTIS SMITH
President

SHELDON A. BUCKLER, PH.D.
Chairman

YEAR IN REVIEW

Andrews Announces Voice Restoration Program

Singer and actress Julie Andrews announced her support of a new voice restoration program at a press conference in Manhattan in the summer of 2002. Dr. Steven Zeitels, director of the Infirmary's Division of Laryngology, has assembled a group of elite physicians and scientists from the Infirmary, the Massachusetts Institute of Technology, and the Massachusetts General Hospital, who are utilizing the latest developments in phonosurgery, voice science, laser technology and tissue engineering to restore voices.

Pictured above: Infirmary members of the Voice Restoration Program are (from left to right): Dr. Robert Hillman, Julie Andrews, Dr. Zeitels, and Dr. James Kobler.

On a personal note, from Curt Smith:

My special appreciation to Sheldon A. Buckler, Ph.D., retiring Chairman of the Board of Directors, for his leadership, friendship and guidance over the last six years. We have made great strides and accomplished much in support of our mission on his watch.

Report from the Chief of Ophthalmology

It is a pleasure to reflect on the excellence that marks the work of the Department of Ophthalmology. As the Acting Chief/ Chairman, I am pleased to acknowledge the contributions and accomplishments of my colleagues, including our former Chief and Chairman, Dr. Frederick A. Jakobiec. It is a sign of the strength and stability of the department that Dr. Jakobiec was able to plan this leadership transition for a time when the department is strong. Dr. Jakobiec's legacy includes a solid financial base in an increasingly difficult economy and a culture that promotes excellence. He provided extraordinary leadership for 13 years, for which we are grateful. His successor and members of this department will benefit from his efforts and vision in the years ahead.

Several members of our department have decided to pursue new directions, and we wish them every success. Dr. Anthony Adamis elected to devote his energy full time to research in the private sector. Dr. Simmons Lessell, Director of Neuro-Ophthalmology, will retire in July after a distinguished 18-year career at the Infirmary. Dr. Jean Ramsey left our practice, and we are recruiting a full-time pediatric ophthalmologist. While we regret these departures, I am confident that the quality of their work will allow us to recruit highly talented individuals. We note with sadness the death of three young ophthalmologists. Drs. Mariana Dieste Mead and Robert Haimovici completed ophthalmic training at the Infirmary. Dr. Ruthanne Simmons was a respected member of our community-based staff for many years. Their all-too-brief careers will serve as shining examples to us in the years ahead.

YEAR IN REVIEW

Kavanagh Wages Battle Against AMD

Board Member John Kavanagh, whose family has been impacted by the blinding disease macular degeneration, announced a plan to raise $500,000 over a period of five years to support research by physician/investigator Dr. Johanna Seddon. Dr. Seddon has studied how factors like diet, nutrition and vitamins can impact the disease. Her primary focus now is on finding the genes that cause macular degeneration. "There are so many families that have been impacted like mine," Mr. Kavanagh said. "I hope that others will join me so together we can make a difference and save sight."

2002 has been noteworthy for faculty promotions and awards. Dr. Joan Miller became Professor of Ophthalmology, the first female physician to achieve this rank at Harvard Medical School. Other promotions included Dr. Jeremy Wolfe as Professor (Center for Clinical Cataract Research); Drs. Nancy Joyce (SERI), James Zieske (SERI) and Tiansen Li (Berman Gund Laboratory) as Associate Professors; and Drs. Jorge Arroyo (MEEI), Teresa Chen (MEEI) and Janey Wiggs (MEEI) and Dr. Deborah Jacobs (Beth Israel Deaconess Medical Center) as Assistant Professors.

I was honored to receive the J.M. Donald Gass Medal at this year's Macula Society meeting. Dr. Miller was selected to give the Club Jules Gonin Lecture at the

2002 meeting of the Retina Research Foundation. The Retina Society's Fifth Travel Award was presented to Dr. David Zacks and the Society's First Margherio Award was bestowed on Eugene Lit, M.D. The grants are designed to encourage academic pursuit in young vitreoretinal surgeons, and it is worth noting that our graduates have earned three of the first five such honors. Dr. John Loewenstein is our new Director of the Eye Residency Program. Our residents and clinical fellows continue to receive many Heed and Knapp Fellowships. The faculty is proud of our protégés and their awards. Dr. Loewenstein is leading us ably in a new era in medical education, as we reevaluate the core competencies we seek to teach and instill in our residents. We completed the first year of the residents' mentoring program matching each resident with a clinical faculty member, and feedback about the program has been most positive.

Clinical Activity

It is a testimony to the quality of our patient care that our practices continue to grow. Some of the growth occurred as we relocated several physicians from our Longwood practice to the Infirmary. Although we no longer offer service in the Longwood area, we are pleased to offer care here and in our Methuen and Stoneham offices. In addition, we welcomed Dr. Sherleen Chen to the General Eye Service.

Our physicians have been able to maintain clinical excellence through the addition of equipment and technology that allows us to offer the newest therapies and services. Through the generosity of one of Dr. Edward Murphy's patients, the General Eye Service added a Heidelberg Retinal Tomograph to enhance earlier detection of glaucoma. Our Refractive Surgery Service expanded its services by adding a LADAR Vision 4000 excimer laser, which allows for expanded parameters of treatment and can be offered to patients for whom refractive surgery was previously not an option. Refractive surgical treatment options were also enhanced by the purchase of a new Microkeratome, which gives the surgeon more choices for shaping "flaps" associated with excimer laser surgery. Through private, industrial and Infirmary capital funding, the Retina Service added several new pieces of equipment including a Scanning Laser Ophthalmoscope, which was donated by one of Dr. C. Stephen Foster's patients. A Topcon Imagenet System and an Ocular Coherence Tomography Machine were also added to the Retina Service.

The efforts of several services are essential to the comprehensive patient care we offer. The individuals in Contact Lens, the Optical Shop, Vision Rehabilitation, Occupational Therapy, Fluorescein and Ultrasound support our physicians and patients daily. These services contribute to the distinctive programs offered at MEEI and to our well-earned reputation for the best clinical care.

Research Activity

The Infirmary's continuous support for research programs and facilities has resulted in an exceptional year for research staff. Ongoing studies continue for diseases affecting the retina (Drs. Gragoudas, Arroyo, E. L. Berson, Miller, Mukai, Seddon and Young) as well as for new retinal surgical techniques and implants (Drs. D'Amico, Loewenstein and Rizzo). Current glaucoma-related investigations focus on mechanisms of retinal ganglion cell death (Dr. Grosskreutz) and optic neuroprevention in primary open-angle glaucoma (Dr. Pasquale).

Corneal staff are studying such topics as mitochondria in Fuchs' corneal dystrophy (Dr. Colby), keratoprosthesis (Dr. Dohlman), diagnostic and therapeutic approaches for the care of patients with ocular inflammatory disease (Dr. Foster), corneal neovascularization (Dr. D. Azar) and dry eye disease (Dr. Dana). Dr. Peter Rubin's oculoplastic and cosmetic surgery research focuses upon alloplastic implants. Several programs spotlight genetics including the study of genetic mutations causing retinal diseases (Dr. Dryja), the functions of genes involved in

YEAR IN REVIEW

Helping the Community

The Community Benefits Program increased its scope of services and was revitalized with the election of the new chairman, Trustee Sue Murray. Physicians, nurses and staff lectured on subjects of vision and hearing loss to our community at large. The Infirmary joined a host committee that brought the National Eye Institute's EyeSite exhibit, a low vision awareness exhibit, to New England malls. The second Annual Public Forum on Hearing and Hearing Loss, offered by the Department of Audiology, was well attended.

The Facial and Cosmetic Surgery Center helped R.O.S.E. (Regaining One's Self Esteem) Fund domestic violence victims by donating free reconstructive and cosmetic surgeries. The Infirmary and its anesthesiologists also donated their services. And, finally, students from our "adopted" school, the Neighborhood House Charter School, benefited from free vision and hearings screenings. More than 200 students were examined as part of the ongoing program. We are pleased to be able to offer these services and thank all of those who contributed their time.

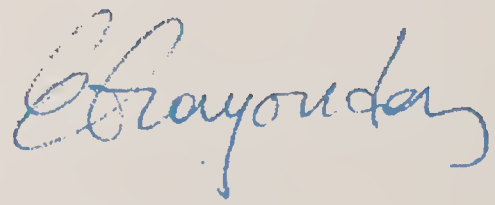
Visiting physician, Dr. Wen-Ying Helena Wu, administers an eye exam to a student at the Neighborhood House Charter School in Dorchester, Mass.

the development of macular degeneration (Dr. Li), the molecular circuitry involved in the development of the vertebrate eye (Dr. Malicki), early eye development in Drosophila (Dr. Pignoni) and the molecular genetics of glaucoma (Dr. Wiggs).

The Joint Clinical Research Center (JCRC), our collaborative venture with the Schepens Eye Research Institute, continues to thrive under the direction of Dr. Colby. Significant pilot projects, increased grant funding, and the support services provided by the JCRC staff have formed the basis for its success. The JCRC sponsored a symposium that brought together presenters from several institutions within the Department of Ophthalmology. The keynote speaker was Dr. Greg Koski, Director of the Office of Human Research Protections, U.S. Department of Health and Human Services. The JCRC hopes to attract funding from the National Eye Institute (NEI) within the next year.

This year, the NEI also funded a "Core Grant for Vision Research" awarded to Dr. Vadim Arshavsky for the development and expansion of facilities available to Infirmary vision researchers. NEI also supported new initiatives by Drs. Seddon, Dryja and Meredithe Applebury. Dr. Tiansen Li was funded as a Research to Prevent Blindness Sybil B. Harrington Scholar. The Department is indebted to NEI, Research to Prevent Blindness, the Massachusetts Lions, the Knights Templar Eye Foundation and numerous private contributors for their generous support.

The Department of Ophthalmology continued to uphold the Infirmary's strong traditions of patient care, research and education during 2002. We anticipate an equally bright and active year ahead.



EVANGELOS S. GRAGOUDAS, M.D.

Acting Chief of Ophthalmology

Report from the Chief of Otolaryngology

The Department of Otolaryngology achieved significant progress in all areas in 2002. We experienced an increase in outpatient visits, as well as an increase in surgery performed, Audiology Services, rehabilitative efforts, hyperbaric oxygen treatments, and visits to the Voice and Speech Laboratory. The trend toward an increasing percentage of patients undergoing outpatient surgery continued.

General Otolaryngology Service

Under the direction of Dr. Gregory Randolph, there was a focus on endocrine surgery and sleep apnea. Dr. Randolph's textbook, "Surgery of the Thyroid and Parathyroid Glands," was published this year. The service is organizing a sleep apnea clinic, and new addition Dr. Jean Bruch provides expertise in the area of the role of maxilla and mandible in sleep apnea. Dr. Nicolas Bu-Saba was chosen as a Daiichi scholar through the American Academy of Otolaryngology.

Head and Neck Surgical Oncology Service

Under the direction of Dr. Richard Fabian, there was growth in the number of patients treated with head and neck malignancies and in reconstructive procedures done following ablative surgery. Dr. Mark Varvares developed a subspecialty interest in patients with cranial base tumors. Dr. Daniel Deschler's interest in microvascular reconstruction following ablative surgery resulted in a poster that won the top award at the Eastern Section of the Triologic Society. Research included studies of prophylaxis to prevent thrombosis in micro-vascular surgery and tracheoesophageal speech (Dr. Deschler) and investigation of engineered tissue for tongue reconstruction and changes in the biologic response of tumors caused by previous treatments (Dr. Varvares). Dr. James Rocco's molecular oncology laboratory staff grew to include three research fellows and one postdoctoral fellow working on projects including the role of genetic mutations in head and neck cancer and the use of an adenovirus as a vector in the treatment of this disorder. The Norman Knight Hyperbaric Medicine Center continued in its vital mission in the delivery and investigation of this therapeutic modality.

Laryngology Division and Voice and Speech Laboratory

Dr. Steven Zeitels launched a Voice Restoration research program, an effort based at the Infirmary with collaboration from faculty members at MIT and MGH. Julie Andrews served as the spokesperson for the program and joined Dr. Zeitels and co-investigators for the formal announcement of the program, which focuses on restoring function of vocal cords damaged by lesions. Dr. Zeitels delivered the keynote lecture for the World Congress in Bronchoesophagology and the Collegium Medicorum Theatri. The Voice and Speech Laboratory, under the direction of Dr. Robert Hillman, increased its patient volume, in part due to the use of the 585-pulsed-dye laser in the treatment of vocal cord lesions and the use of botulinum toxin to treat spasmodic dysphonia. The Laboratory is involved in many developmental initiatives, including an improved artificial electrolarynx funded by the VA Rehabilitation Research and Development Division; development of an ambulatory monitoring and feedback system for evaluating and treating voice disorders, funded by NIH-NIDCD; a new system for automatically calibrating endoscopic images of the larynx for clinical evaluation, funded by the NIH-NIDCD; and investigations into the methods for improving prosodic features of computer synthesized speech, in conjunction with collaborators at MIT and funded by NIH-NIDCD.

Facial Plastics and Reconstructive Surgery

The division, directed by Dr. Mack Cheney, sponsored a series of mini-symposia for the public on various topics in cosmetic surgery, which were well received. The Infirmary, through its collaboration with the R.O.S.E. Fund, treated eight victims of domestic violence using reconstructive facial surgery. This relationship has served as a model for similar programs for other hospitals.

Daniel Merfeld, Ph.D., Director of the Jenks Vestibular Physiology Laboratory, demonstrates a device used to measure how the brain processes ambiguous sensory cues. Perception of motion and tilt are measured, as are reflexive responses such as eye movements, to further the lab's research efforts.

Faculty members continue their participation in the Medical Missions for Children, and future destinations under consideration include Cuba, Russia and South America. Dr. Tessa Hadlock joined the division as a clinician-scientist with a special interest in rehabilitation and disorders of the facial nerve.

Otology, Neurotology, Audiology, and Vestibular Disorders

The five members of the otology clinical division have developed complementary subspecialty interests and clinically relevant research: Dr. Michael McKenna in molecular mechanisms of otosclerosis; Dr. Steven Rauch in the treatment of immune mediated inner ear disease; Dr. Saumil Merchant in the application of middle ear mechanics to rationalize reconstructive procedures in chronic otitis media; myself, in the histopathologic correlates of success in cochlear implantation in the human; and Dr. Robert Jyung in the investigation of vascular and biologic mechanisms in the control of tumors of the temporal bone. The Cochlear Implant Research Laboratory, directed by Dr. Donald K. Eddington, is investigating methods to improve speech recognition in cochlear implant patients. He also serves as director of the Keck Neuroprosthesis Research Program, which involves translational work in the area of hearing, balance, voice and vision.

Our Audiology Division, directed by Dr. Sharon Kujawa, provides diagnostic and monitoring services and rehabilitation, including counseling, hearing aids and cochlear implants. Hearing aid dispensing increased by 21% this year, while the rate of returns of hearing aids from patients continued to drop. Audiology also provides services at the North Suburban Center for Otolaryngology in Stoneham and West Suburban Center in Newton. Audiology negotiated a contract with Newton-Wellesley Hospital to oversee its newborn hearing screening program. A major renovation of Boston clinical audiology facilities is underway, which will provide a new hearing aid and cochlear implant rehabilitation center, as well as expanded diagnostic facilities. The number of patients seen by the Auditory Rehabilitation Center in Boston and Stoneham increased by 45%.

The Jenks Vestibular Diagnostic Laboratory added a new clinical test to provide information on otolith function. Dr. Conrad Wall successfully competed for NIH funding to develop and validate motion sensors for the use in vestibular prostheses in collaboration with Draper Laboratories.

Pediatric Otolaryngology Service

Two new faculty members were added, Drs. Mark Volk and Christopher Hartnick. Our faculty has developed a national and international profile and members received three prizes for excellence in research at the American Society for Pediatric Otolaryngology. Dr. Michael Cunningham was selected as Chairman of the Surgical Action Group of the American Academy of Pediatrics. Dr. Ron Eavey was elected President of the InterAmerican Association of Pediatric Otolaryngology. Clinically relevant research includes the molecular genetics of hearing loss and progress in creating a tissue engineered auricular prosthesis by Dr. Eavey; laser ablation of tonsillar tissue and the development of indicators for intervention for airway by Dr. Volk; histologic analysis of the development and maturation of the pediatric vocal fold and the creation of a normative data base for a pediatric voice outcome survey, directed by Dr. Hartnick; and investigation into the causes and management of pediatric tracheal stenosis, directed by Dr. Leila Mankarious. Dr. Cunningham also serves as Associate Director of the Harvard Residency Program in Otolaryngology and Coordinator of ENT resident activities at the Infirmary.

Basic Research

Several Eaton-Peabody Laboratory investigators obtained new sources of funding this year, including a grant from the NIDCD to Drs. Delgutte and Eddington, a study among three institutions, which seeks to optimize the coding of interaural time differences in patients who have undergone bilateral cochlear implantation; an award from the NSF for Dr. Peter Cariani to study the temporal coding of information in the ascending auditory pathway; and a fellowship from the Medical Science Foundation for Dr. Stephane Maison to study the role of the olivocochlear efferent system in protecting the ear from acoustic injury. Dr. John Guinan was

the recipient of the Irving London Teaching Award and Dr. Charles Liberman received the Thomas McMahon Award for Excellence in Mentoring. Dr. Chris Shera was elected as a fellow in the Acoustical Society of America, and Dr. Liberman was elected to the Collegium Otorhinolaryngologicum Amicitae Sacrum.

There were three high profile reports in high impact journals, including an article by Dr. Bertrand Delgutte in *Nature*; a study by Drs. Chris Shera and John Guinan in the *Proceedings of the National Academy of Sciences*; and an article by Dr. Liberman and collaborators in *Nature*.

YEAR IN REVIEW

Infirmary Celebrates Founder's Day

The Infirmary's first Founder's Day luncheon was held in May. Founders' Day, a celebration of the Infirmary's mission and the advancements that have been made in patient care, teaching and research that have helped people live happier, healthier lives, was established to honor members of the Infirmary's 1824 Circle and Annie Sullivan Society. The Annie Sullivan Society recognizes those who have remembered the Infirmary in their will, planned gifts or estate plans. The 1824 Circle recognizes people who give $10,000 or more annually in unrestricted gifts to the Infirmary.

Shown (above) are those who attended the Founder's Day luncheon.

With more than half of the required endowment secured, the Department has received approval from the Board of Directors to commence a search for director of a new Laboratory of Cellular Biology of the Inner Ear. The Department has also launched a new development campaign to fund a professorship in honor of Dr. Harold F. Schuknecht to further clinical and investigative work in otology.

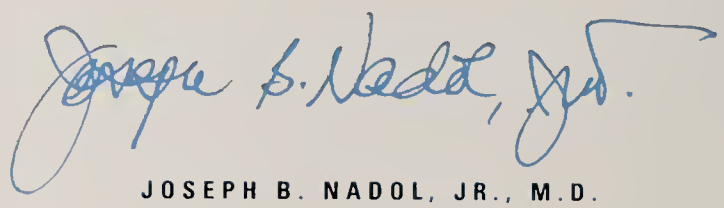
Educational Mission

We welcomed four new residents and four clinical fellows and continued to support the Speech and Hearing Bioscience and Technology Program of the Harvard-MIT Division of Health Sciences and Technology. In conjunction with our colleagues at the Children's Hospital, BI/Deaconess Medical Center, and Brigham and Women's Hospital, the Department continues its sponsorship of residency training in Otolaryngology-Head and Neck Surgery. In FY 2002 the Department hosted 17 research fellows and 18 visiting colleagues from 12 countries.

Professional Staff

In addition to new hospital-based staff mentioned above, we welcomed Drs. Richard Mugge, Pratik Pradhan, Min Ahn, Daryl Colden, Alex Grilli, Jeffrey Roache, Daniel Lee, Feo Ung, Jonathan Winograd, Randy Gaz, and Rick Kulkarni as members of the non-hospital based staff. Congratulations to the following on their promotions: Drs. Jose Angeles, Jeff Brown, Richard Gliklich, and Larry Membrino, to the rank of Surgeon and Drs. Bu-Saba, David Kieff, Sam Bhatt and Arthur Lauretano to Associate Surgeon. Dr. Tom Mulvaney, who was a member of the Active Staff, has transferred to the Honorary Staff as a Surgeon in Otolaryngology.

The Department is grateful to its patients, staff and to the Board of Directors of the Infirmary for their confidence, help and support for making this a successful year.



JOSEPH B. NADOL, JR., M.D.
Chief of Otolaryngology

Employee Stars

JANUARY

John McDermott

Dietary

FEBRUARY

Natasha Haynes

Contact Lens

MARCH

Eileen Lowell

9th Floor Nursing

APRIL

Ilene Burton

Epidemiology

MAY

Patricia Dearden

Surgicenter

JUNE

Anne-Marie Donnelly

General Eye Service

JULY

Meredith Sanchez

Contact Lens

AUGUST

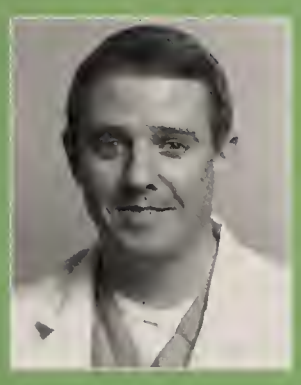
Sandra Brundage

Health Information Services/Compliance

SEPTEMBER

Catherine Morancie

Health Information Services



OCTOBER

Thomas Keane

Cornea

NOVEMBER

Unseul Charles

11th Floor Nursing

DECEMBER

Jo Anne Ricca

Professional Services Review

Financial Statements

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet

as of September 30, 2002

ASSETS	
Current Assets	
Cash and Cash Equivalents	4,011,696
Assets Whose Use is Limited Under Indenture Agreement (Required for Current Liabilities)	1,178,227
Patient Accounts Receivable (Less Allowance for Doubtful Accounts $4,766,728)	17,608,072
Other Current Assets	5,503,920
Total Current Assets	**28,301,915**
Assets Whose Use Is Limited	
Funded Depreciation	8,659
Special Cash Reserves	9,601,700
Funds Held for Research	141,771
Under Indenture Agreement	4,368,033
Total Assets Whose Use is Limited	**14,120,163**
Investments	70,998,264
Pledges Receivable	2,606,226
Remainder Interest in Charitable Trusts	2,699,311
Beneficial Interest in Trust	10,918,534
Property, Plant & Equipment (Net of Depreciation of $113,893,049)	71,666,234
Other Assets	
Intangible Assets (Net of Amortization of $830,523)	700,237
Deposits	719,400
Total Assets	**202,730,284**

LIABILITIES AND NET ASSETS	
Current Liabilities	
Current Portion of Long-Term Debt and Capital Leases	6,287,277
Accounts Payable and Accrued Expenses	11,603,218
Accrued Interest	398,587
Estimated Settlements with Third Party Payors	1,993,862
Total Current Liabilities	**20,282,944**
Long-Term Debt, Less Current Portion	31,135,685
Accumulated Post-Retirement Benefit Obligation	437,566
Professional Liability Reserve	1,616,258
Accrued Pension Costs	7,908,200
Annuities and Unitrusts Payable	997,622
Total Liabilities	**62,378,275**
Net Assets	
Unrestricted for General Operations	49,635,454
Board Designated	20,734,716
Total Unrestricted Net Assets	70,370,170
Temporarily Restricted	27,162,224
Permanently Restricted	42,819,615
Total Net Assets	**140,352,009**
Total Liabilities and Net Assets	**202,730,284**

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Statement of Revenue and Expense of the General Funds

as of September 30, 2002

NET PATIENT REVENUE	
Net Patient Service Revenue	108,697,831
OTHER OPERATING REVENUE	
(Including $17,792,480 from Research, Contributions and Grants)	31,564,899
Total Operating Revenue	**140,262,730**
OPERATING EXPENSES	
Patient Care and Clinical	94,429,186
General and Administrative	28,369,308
Research	19,187,968
Fundraising	1,023,133
Education	1,648,146
Total Operating Expenses	**144,657,741**
Deficit of Revenues over Expenses Before Prior Years' Reserves	(4,395,011)
Reduction of Prior Years' Reserves	2,143,239
Loss from Operations	(2,251,772)
Other Gains	329,485
Deficit of Revenues Over Expenses	(1,922,287)
Other Support	(410,558)
Decrease in Unrestricted Net Assets	(2,332,845)
In addition, the Foundation received the following restricted funds income:	
Gifts and Bequests	5,488,477
INVESTMENT INCOME:	
Interest and Dividends	40,789
Realized Gains (Losses) on Investments	(1,117,479)
Unrealized Loss on Investments	(1,523,978)
Loss on Beneficial Interest in Trust	(2,113,467)

A copy of the audited financial statements is available upon request from the Office of Public Affairs, (617) 573-3340.

Statistics

Massachusetts Eye and Ear Infirmary

Fiscal Year 2002

Inpatient Hospital 42 Beds	DISCHARGES:	
	Eye Discharges	295
	ENT Discharges	1,336
	Total	**1,631**
	Patient Days	6,439
	Average Length of Stay	3.95
Surgical Procedures	INPATIENT SURGERY:	
	Eye Cases	294
	ENT Cases	895
	Total	**1,189**
	AMBULATORY SURGERY:	
	Eye Cases	13,014
	ENT Cases	7,022
	Total	**20,036**
	Total Surgical Procedures	**21,225**
	Ambulatory Surgical Cases Utilizing Observation Service	3,503
Outpatient Department	OPHTHALMOLOGY:	
	General Eye	21,953
	Glaucoma	15,637
	Cornea	11,013
	Retina	12,912
	Immunology	4,900
	Neuro-Ophthalmology	4,928
	Pediatric Ophthalmology and Strabismus	4,501
	Eye Plastic	3,676
	Electroretinography	3,724
	Vision Rehabiliation	3,034
	Contact Lens	4,601
	Methuen Center	2,716
	Somerville Center	- 0
	Stoneham Center	2,251
	Brigham and Women's Center	11,448
	Brockton	269
	Total	**107,563**
	OTOLARYNGOLOGY:	
	Infirmary	44,256
	Stoneham Center	12,947
	Quincy Center	17,414
	Wellesley Center	9,132
	Total	**83,749**
	Total Outpatient Visits	**191,312**
Emergency Room	Total Visits	27,844
Special Services	AUDIOLOGY DEPARTMENT:	
	Outpatient Visits	15,404
	Hearing Aid Center	3,094
	Evoked Response	1,382
	Newborn Audiology Screenings	3,403
	RADIOLOGY DEPARTMENT:	
	Conventional Exams	3,884
	CT Scan	11,583
	MRI	2,664
	LABORATORIES:	
	Bacteriology (Cultures)	12,407
	Clinical Lab (Procedures)	80,085
	ENT Pathology (Specimens)	13,574
	Eye Pathology (Specimens)	4,501
	Frozen Section Laboratory	1,704
	Electrocardiograms	4,074
	Fluorescein Angiography	11,253
	Occupational Therapy	1,804
	Optical Shop	10,285
	Ultrasonography	4,711
	Vestibular Laboratory	5,190
	Voice and Speech Laboratory	10,516
	Hyberbaric Oxygen Treatments	2,420

Medical Staff

DEPARTMENT OF ANESTHESIOLOGY

Active Staff

Chief of Anesthesiology

John V. Donlon, Jr., M.D.

Anesthesiologists

John V. Donlon, Jr., M.D.
Malcolm J. Heslop, M.D.
Jin Woo Kim, M.D.

Associate Anesthesiologist

Lily G. Tabbal, M.D.

Assistant Anesthesiologists

Joseph Bayes, M.D.
Brian D. Blondin, M.D.
Agata A. Boland, M.D.
Nancy L. Gessner, M.D.
Henry Hui Hu, M.D.
Lauren G. Lookner, M.D.
Ilya Malikin, M.D.
Bil L. Ragan, M.D.
Anthony M. Sordillo, M.D.
Vivian Toney, M.D.
Peng Xiao, M.D.
Xiangwei Zhang, M.D.

Active Staff (Part-time)

Diane L. Chen, M.D.
Rebecca J. Leong, M.D.
Janine T. Rodrigues-Saldanha, M.D.
Gabriele F. Troll, M.D.

MEDICAL UNIT

Chief of Medical Unit

Robert A. Hughes, M.D.

Medical Unit Staff

Paveljit Bindra, M.D.
Diana Brainard, M.D.
Andy Chan, M.D.
Carol Ehrlich, M.D.
Robert Hughes, M.D.
Reshma Kewalramani, M.D.
Benjamin Leder, M.D.
Herbert Lin, M.D.
James List, M.D.
Peter Linde, M.D.
Gerard Nau, M.D.
Philip Norris, M.D.
Amanda Peppercorn, M.D.
Allan Pineda, M.D.
Stanley Shaw, M.D.
Jordan Shin, M.D.
Karen Smirnakis, M.D.
Ravi Thadhani, M.D.
Jon Von Visger, M.D.
Jatin Vyas, M.D.
Ramnik J. Xavier, M.D.

Infectious Disease Service

Marlene L. Durand, M.D.

DEPARTMENT OF OPHTHALMOLOGY

Active Staff

Acting Chief of Ophthalmology

Evangelos S. Gragoudas, M.D.

Associate Chiefs of Ophthalmology

Dimitri T. Azar, M.D.
Donald J. D'Amico, M.D.
Mark Hatton, M.D.
John I. Loewenstein, M.D.

Surgeons in Ophthalmology

Ann M. Bajart, M.D.
Eliot L. Berson, M.D.
Gary E. Borodic, M.D.
Robert J. Brockhurst, M.D.
Sheldon M. Buzney, M.D.
Donald J. D'Amico, M.D.
Richard L. Dallow, M.D.
Claes H. Dohlman, M.D.
Thaddeus P. Dryja, M.D.
Elliot M. Finkelstein, M.D.
Richard P. Floyd, M.D.
C. Stephen Foster, M.D.
Anthony J. Fraioli, M.D.
Robert A. Gorn, M.D.
Evangelos S. Gragoudas, M.D.
Arthur S. Grove, M.D.
Tatsuo Hirose, M.D.
Frederick A. Jakobiec, M.D.
Mohandas M. Kini, M.D., Ph.D.
Joel A. Kraut, M.D.
Arnold J. Kroll, M.D.
Deborah P. Langston, M.D.
James R. Lee, M.D.
Simmons Lessell, M.D.
John I. Loewenstein, M.D.
Peter L. Lou, M.D.
Joan W. Miller, M.D.
Shizuo Mukai, M.D.
Edward B. Murphy, Jr., M.D.
Ronald C. Pruett, M.D.
Edward A. Ryan, M.D.
Delia N. Sang, M.D.
Johanna M. Seddon, M.D.
Roger F. Steinert, M.D.
Felipe I. Tolentino, M.D.
David S. Walton, M.D.
John J. Weiter, M.D.
Michael S. Wiedman, M.D.

Associate Surgeons

Paul Arrigg, M.D.
Dimitri T. Azar, M.D.
Don C. Bienfang, M.D.
Romeo Chang, M.D.
Eugene C. Ciccarelli, M.D.
Reza Dana, M.D., M.P.H.
Alexander R. Gaudio, M.D.
Andrew J. Gillies, M.D.
Edward F. Goodman, M.D.
Cynthia L. Grosskreutz, M.D., Ph.D.
David S. Hutchison, M.D.
Kevin J. Kaufman, M.D., Ph.D.
Mark A. Latina, M.D.
Robert A. Lytle, M.D.
David G. Perkins, M.D.
Roberto Pineda II, M.D.
Michael K. Pinnolis, M.D.
Joseph F. Rizzo III, M.D.
James W. Rosenberg, M.D.
Peter A. D. Rubin, M.D.
Bradford J. Shingleton, M.D.
Francis Sutula, M.D.
Jonathan H. Talamo, M.D.
Daniel J. Townsend, M.D.
John J. Woog, M.D.
Gloria Wu, M.D.
Lucy H. Y. Young, M.D., Ph.D.

Assistant Surgeons

Maida P. Antigua, M.D.
Jorge G. Arroyo, M.D.
Nathalie F. Azar, M.D.
Kathryn Colby, M.D., Ph.D.
Eric G. Endo, M.D.
Macie Finkelstein, M.D.
Evan B. Gold, M.D.
Paul L. Gunderson, M.D.
Bonnie An Henderson, M.D.
Mark S. Hughes, M.D.
Ernest W. Kornmehl, M.D.
David G. Lotufo, M.D.
Mariana D. Mead, M.D. (Deceased 7/02)
Louis R. Pasquale, M.D.
Steven M. Patalano, M.D.
Vincent J. Patalano II, M.D.
P. David Reese, M.D.
Claudia U. Richter, M.D.
David M. Tracy, M.D.
Richard S. Weinhaus, M.D.
Susan Wong, M.D.

Assistants in Ophthalmology

Sherleen Chen, M.D.
Teresa C. Chen, M.D.
John B. Constantine, M.D.
Sandra L. Cremers, M.D.
Mark Dacey, M.D.
Elizabeth Daher, M.D.
Miriam Dougherty, M.D.
David E. Eisenberg, M.D.
Aaron M. Fay, M.D.
Manjot Gill, M.D.
Debra Lynn Halpern, M.D.
Jo-Ann E. Haney-Tilton, M.D.
Mark Hatton, M.D.
Jeffrey Heier, M.D.
Deborah S. Jacobs, M.D.
Sandeep Jain, M.D.
Erik F. Kruger, M.D.
Mark C. Kuperwaser, M.D.
Robert T. Lacy, M.D.
Richard Low, M.D.
Raymond Magauran, M.D.
Mary Jane McCarron, M.D.
Margaret McLaughlin, M.D.
Samir Melki, M.D.
Mei Mellott, M.D.
Michael G. Morley, M.D.
George Papaliodis, M.D.
Peter A. Rapoza, M.D.
Sarwat Salim, M.D.
Kimberly Sippel, M.D.
Neal G. Snebold, M.D.
William Stinson, M.D.
Mitchell Strominger, M.D.
Jeffrey L. Taveras, M.D.
Lynnette Watkins, M.D.
Janey Lee Wiggs, M.D., Ph.D.

Associate Staff

Surgeons

A. Robert Bellows, M.D.
Harry E. Braconier, M.D.
Stephen J. Fricker, M.D.
Kenneth R. Kenyon, M.D.
J. Wallace McMeel, M.D.

Associate Surgeons

Michael A. Chang, M.D.
Leo Chylack, M.D.
Maryanna Destro, M.D.
Howard Marton, M.D.
Trexler M. Topping, M.D.

Assistant Surgeons

Richard H. Feit, M.D.
David S. Greenseid, M.D.
Donald W. Putnoi, M.D
Ruthanne B. Simmons, M.D.
(Deceased 11/02)
Jill A. Smith, M.D.

Assistants in Ophthalmology

Frederick C. Armbruster, M.D.
Tad D. Baum, M.D.
Paul E. Beade, M.D.
Stephen Belmonte, M.D.
Jean-Bernard Charles, M.D.
Robert J. D'Amato, M.D., Ph.D.
C. Douglas Evans, M.D.
Bradley Foster, M.D.
Bruce J. Gillers, M.D.
David Guyette, M.D.
Robert Haimovici, M.D. (Deceased 10/02)
Mami Iwamoto, M.D.
Daniel Laby, M.D.
Kameran Lashkari, M.D.
Raymond Magauran, M.D.
Edward F. McCarthy, M.D.
Dale Oates, M.D.
Martin D. Richler, M.D.
Thomas C. Smith, M.D.
William M. Tang, M.D.
Gerard Tanguilig, M.D.
Lois M. Townshend, M.D.
Kuldip K. Vaid, M.D.
Paul J. Wasson, M.D.
Lawrence E. Weene, M.D.

Courtesy Staff

Surgeons

Albert R. Frederick Jr., M.D.
George E. Garcia, M.D.
H. Mackenzie Freeman, M.D.
B. Thomas Hutchinson, M.D.
Byron S. Lingeman, M.D

Associate Surgeons

Frank G. Berson, M.D.
Chester J. Boulris, M.D.
David Z. Greenseid, M.D.
Ralph H. Hinckley, M.D.
Brent Lambert, M.D.
Robert A. Petersen, M.D.
Perry Rosenthal, M.D.
Clement Trempe, M.D.

Assistant Surgeons

Mark B. Abelson, M.D.
Claudia A. Arrigg, M.D.
C. Davis Belcher III, M.D.
Jeffrey P. Gilbard, M.D.
Eric Johnson, M.D.
Jay Kaufman, M.D.
Ernst J. Meyer, M.D.
Leon L. Remis, M.D.
Theodore Renna, M.D.

Assistants in Ophthalmology

Jules L. Baum, M.D.
Michael J. Bradbury, M.D.
Joseph F. Burke, M.D.
Jerome Catalino, M.D.
Kenneth Chern, M.D.
Richard A. Dornfeld, M.D.
Jay S. Duker, M.D.
Deborah S. Eappen, M.D.
Bishara Faris, M.D.
Edward Feinberg, M.D.
George T. Frangieh, M.D.
Jeffrey Gallo, M.D.
David S. Gendelman, M.D.
Kweku Ghartey, M.D.
Katrinka Heher, M.D.
Wilson Horsley, M.D.
Nabil I. Jarudi, M.D.
John Khadem, M.D.
Eddie Kadrmas, M.D.
Mandi Z. Kunen, M.D.
Vicki Kvedar, M.D.
Joseph J. Levy, M.D.
Shelley G. McKee, M.D.
Mehul C. Mehta, M.D.
M. Lisa McHam, M.D.
Clifford M. Michaelson, M.D.
Timothy J. Murtha, M.D.
Steven A. Nielsen, M.D.
Michael Piacentini, M.D.
Michael J. Price, M.D.
Michael B. Raizman, M.D.
Lawrence I. Rand, M.D.
Elias Reichel, M.D.
Deborah Schlossman, M.D.
Joel Schuman, M.D.
Sabera T. Shah, M.D.
Sarkis H. Soukiasian, M.D.
Ernest A. Sutcliffe, M.D.
John V. Thomas, M.D.
Stewart J. Turner, M.D.
James Umlas, M.D.
George A. Violin, M.D.
Stephen A. Youngwirth, M.D.
Deborah E. Zuckerman, M.D.

Emeritus Staff

Surgeons

Jack F. Bowers, M.D.
Thomas P. Cronin, M.D.
John R. Gehring, M.D.
Eeva-Liisa Martola, M.D.
George Olive, M.D.
Charles L. Schepens, M.D.
John G. Sebestyen, M.D.
Richard J. Simmons, M.D.

Associate Surgeons

Philip J. Harris, M.D.
Roland Houle, M.D.

Assistant Surgeons

Robert Kinder, M.D.
Peter B. Mooney, M.D.
Arthur Morrissey, M.D.

Assistants in Ophthalmology

Firmon E. Hardenbergh, M.D.
Bernard Schwartz, M.D., Ph.D.

Honorary Staff

Senior Honorary Surgeon

Irving L. Pavlo, M.D.

Surgeons

Ephraim Friedman, M.D.
Alfred W. Scott, M.D.

Associate Surgeons

John M. Carroll, M.D.
Paul F. Vinger, M.D.

Assistants in Ophthalmology

Robert B. Cook, M.D.

Consulting Staff

Associate Surgeons

Lloyd M. Aiello, M.D.
Richard Robb, M.D.

Assistant Surgeon

David Miller, M.D.

Bonnie An Henderson, M.D., F.A.C.S., Co-Director of the Cataract and General Eye Service, examines a patient. The General Eye Service provides comprehensive eye care including prescription of eyeglasses, routine annual eye exams, and management of a variety of medical eye problems including cataracts, glaucoma, diabetic eye diseases and macular degeneration.

Assistant Staff

Assistants in Ophthalmology

Omar Ahmad, M.D.
Nader Ameli, D.O.
Amin Ashrafzadeh, M.D.
Scott Barnes, M.D.
Carlo Bernardino, M.D.
Steven R. Brusie, M.D.
Dean Cestari, M.D.
Eli Chang, M.D.
Puwat Charukamnoetkanok, M.D.
Laura Fine, M.D.
Matthew Gardiner, M.D.
Vikas Gulati, M.D.
Ching Lin Ho, M.D.
Deeba Husain, M.D.
Sean Koh, M.D.
Ivana Kim, M.D.
Carol Ling, M.D.
Joseph Ma, M.D.
John H. Mandeveille, M.D.
Jeff S. Maltzman, M.D.
Anh Nguyen, M.D.
Mahnaz Nouri, M.D.
Subhransu K. Ray, M.D., Ph.D.
Ioannis Rigas, M.D.
Atul Sharma, M.D.
Jason Swanner, M.D.
Gisela Velez, M.D.
Jung John Woo, M.D.
Patrick Yeh, M.D.
Tara Young, M.D.

Residents

Nisha Acharya, M.D.
Christopher Andreoli, M.D.
Fina Canas Barouch, M.D.
Cynthia Chiu, M.D.
Nicoletta Fynn-Thompson, M.D.
Jenny Hong, M.D.
Murat Kalayoglu, M.D., Ph.D.
Mitesh Kapadia, M.D.
Bilal Khan, M.D.
Eva Kim, M.D.
Lily Koo, M.D.
Matthew S. Lawrence, M.D., Ph.D.
Ming Lu, M.D., Ph.D.
Mark Rosenblatt, M.D., Ph.D.
Rishi Singh, M.D.
Jennifer Sun, M.D.
Manoj Thakker, M.D.
Rafael Ufret-Vincenty, M.D.
Demetrios Vavvas, M.D., Ph.D.
Nadia Waheed, M.D.
Paul Yates, M.D.

Research Appointments

Research Associates

Meredithe L. Applebury, Ph.D.
Vadim Y. Arshavsky, Ph.D.
Chanqi Cai, Ph.D.
Margaret DeAngelis, Ph.D.
Jie Gao, Ph.D.
Martin Glosmann, Ph.D.
Tomoki Isayama, Ph.D.
Makryul Jo, Ph.D.
Yonghai Li, Ph.D.
Polina Lishko, Ph.D.
Xiao-qing Liu, Ph.D.
Clint L. Makino, Ph.D.
Jarema Malicki, Ph.D.
Francesca Pignoni, Ph.D.
Vassiliki Poulaki, Ph.D.
Zlatko Pujic, Ph.D.
Swati Ranade, Ph.D.
Carlo Rivolta, Ph.D.
Michael A. Sandberg, Ph.D.
Dror Sharon, Ph.D.
Jun Yang, Ph.D.
Hongwei Zhang, Ph.D.
Yun Zhao, Ph.D.
Youngchun Zhou, Ph.D.

Research Fellows

Babak Ahmadi, M.D.
Sofia Androudi, M.D.
Lini Bhatia, M.D.
Deisy Bula, M.D.
John Christoforidis, M.D.
Chun Chen Chen, M.D.
Francisco Damico, M.D.
Hailton De Oliveira, M.D.
Dayse de Sena, M.D.
Khayyam Durrani, M.D.
Jessica Fernandez-Suntay, M.D.
Neda Moghadam Hafezi, M.D., Ph.D.
Eirini Iliaki, M.D.
Susumu Ishida, M.D., Ph.D.
Elias Jarade, M.D.
Joel A. Javier, M.D.
Antonia M. Joussen, M.D.
Yuichi Kaji, M.D., Ph.D.
Eric Letko, M.D.
Sandra Montezuma, M.D.
Koji Nishiguchi, M.D.
Mina Pantcheva, M.D.
Theokliti Papadaki, M.D.
Cinthia Proano, M.D.
Carlo Rivolta, M.D.
Hogara Taguchi, M.D.
Yoshiko Terada, M.D.
Mary Lillian Tocyap, M.D.
Tomohiko Usui, M.D.
Yuko Wada, M.D.
Ellen Yu, M.D.
Seung Young Yu, M.D.

Cataract Consultation & General Eye Service

Edward B. Murphy, Jr., M.D.,
Co-Director
Bonnie An Henderson, M.D.,
Co-Director

Corneal & Refractive Surgery Service

Dimitri T. Azar, M.D.,
Director

Diabetic Retinopathy Service

Donald J. D'Amico, M.D.,
Director

Electroretinography Service

Eliot L. Berson, M.D.,
Director

Eye Emergency Service

Lynnette Watkins, M.D.,
Director

Epidemiology Unit

Johanna M. Seddon, M.D.,
Director

Glaucoma Consultation Service

Cynthia Grosskreutz, M.D., Ph.D.,
Co-Director
Louis R.Pasquale, M.D.,
Co-Director

Immunology-Uveitis Service

C. Stephen Foster, M.D.,
Director

Methuen Eye Center

Sandeep Jain, M.D.,
Acting Director

Morse Laser Center

Evangelos S. Gragoudas, M.D.,
Director

Neuro-Ophthalmology Service

Simmons Lessell, M.D.,
Director

Ocular Motility and Pediatric Ophthalmology Service

Nathalie F. Azar, M.D.,
Director

Oculoplastics Service

Peter A.D. Rubin, M.D.,
Director

Ophthalmic Oncology Service

Frederick A. Jakobiec, M.D.,
Director

Ophthalmic Pathology

Thaddeus P. Dryja, M.D.,
Director

Residency Training

John I. Loewenstein, M.D.,
Director

Retina Service

Evangelos S. Gragoudas, M.D.,
Director

Stoneham Eye Center

Sandeep Jain, M.D.,
Acting Director

Eye Trauma Service

Mark Hatton, M.D.,
Director

Eye Virology Service

Deborah Pavan Langston, M.D.,
Director

Vision Rehabilitation Service

Joel A. Kraut, M.D.,
Director

Research Staff

Berman-Gund Laboratory for the Study of Retinal Oegenerations

Eliot L. Berson, M.D.,
Director
Tiansen Li, Ph.D.
Michael A. Sandberg, Ph.D.

Howe Laboratory of Ophthalmology

Meredithe L. Applebury, Ph.D.,
Vadim Y. Arshavsky, Ph.D.
Clint L. Makino, Ph.D.
Jarema Malicki, Ph.D.
Francesca Pignoni, Ph.D.
Janey Lee Wiggs, M.D., Ph.D.

Epidemiology Unit

Johanna M. Seddon, M.D.,
Director

Ocular Molecular Genetics Institute

Thaddeus P. Dryja, M.D.,
Director

Retina Research Institute

Evangelos S. Gragoudas, M.D.,
Director
Joan W. Miller, M.D.

DEPARTMENT OF OTOLARYNGOLOGY

Active Staff

Chief of Otolaryngology

Joseph B. Nadol, Jr., M.D.

Surgeons

Jose D. Angeles, M.D.
Barry J. Benjamin, M.D.
Yale J. Berry, M.D.
Jeffrey S. Brown, M.D.
Mack L. Cheney, M.D.
Michael J. Cunningham, M.D.
Pamela F. Diamond, M.D.
Roland D. Eavey, M.D.
Howard M. Ecker, M.D.
A. Greer Edwards, M.D.
Richard L. Fabian, M.D.
Peter N. Friedensohn, M.D.
Richard E. Gliklich, M.D.
Edward J. Glinski, M.D.
Richard Hillel, M.D.
Edward E. Jacobs, M.D.
Parviz Janfaza, M.D.
Robert M. Kiskaddon, M.D.
Paul Konowitz, M.D.
Robert H. Lofgren, M.D.
Lawrence J. Mambrino, M.D.
Michael J. McKenna, ,M.D.
Saumil N. Merchant, M.D.
Ralph B. Metson, M.D.
William W. Montgomery, M.D.
Joseph B. Nadol, Jr., M.D.
David E. Nash, M.D.
H. Gregory Ota, M.D.
Dennis S. Poe, M.D.
Steven D. Rauch, M.D.
Edward J. Reardon, M.D.
Salah D. Salman, M.D.
Michael A. Williams, M.D.
Steven M. Zeitels, M.D.

Associate Surgeons

Samir M. Bhatt, M.D.
Nicolas Y. BuSaba, M.D.
Victor Calcaterra, M.D.
Leila A. Mankarious, M.D.
Charles M. Norris, M.D.
Gregory W. Randolph, M.D.
Mark A. Varvares, M.D.
Mark S. Volk, M.D.

Associate Neurologist

Stephen W. Parker, M.D.

Assistant Surgeons

David M. Bowling, M.D.
Daniel G. Deschler, M.D.
Robert W. Jyung, M.D.
David A. Kieff, M.D.
John B. Lazor, M.D.
Leonard B. Miller, M.D. (plastics)
James A. Rocco, M.D., Ph.D.
Eric H. Stein, M.D.

Assistants in Otolaryngology

Ramon A. Franco, M.D.
K. Holly Gallivan, M.D.
Theresa A. Hadlock, M.D.
Christopher J. Hartnick, M.D.
John K. Jarboe, M.D.
Mark F. Rounds, M.D.

Pathologist

Ben Z. Pilch, M.D.

Assistant Pathologist

William Faquin, M.D.

Consultant in Dermatologic Surgery

Jessica Fewkes, M.D.

Consultant in Neurology

Robert A. Levine, M.D.

Consultant in Otoneurology

Richard F. Lewis, M.D.

Associate Staff

Associate Surgeons

Ivo P. Janecka, M.D. (LOA)
Arthur M. Lauretano, M.D.
Trevor J. McGill, M.D.
Jo Shapiro, M.D.
J. Nicholas Vandemoer, M.D.
David M. Vernick, M.D.

Assistant Surgeons

Neil Bhattacharyya, M.D.
Bjorn Bie, M.D.
Thomas A. Chasse, M.D.
Robert A. Frankenthaler, M.D.
George Kazda, M.D.
Richard A. Moss, M.D.

Assistants in Otolaryngology

Min S. Ahn, M.D.
Ramsey Alsarraf, M.D. (plastics)
Richard A. Bartlett, M.D. (plastics)
Jean M. Bruch, M.D.
David S. Caradonna, M.D.
Jane R. Clark, M.D.
Randall D. Gaz, M.D.
Peter E. Gee, M.D. (plastics)
Sapideh Gilani, M.D.
Laura A. Goguen, M.D.
Harsha V. Gopal, M.D.
Alex Grilli, M.D.
Daniel J. Lee, M.D.
Richard E. Mugge, M.D.
Roger C. Nuss, M.D.
Pratik Pradhan, M.D.
Jeffrey C. Roach, M.D.
Jonathan Schuster, M.D. (plastics)
Sheldon Sevinor, M.D. (plastics)
Noah S. Siegel, M.D.
Feodor Ung, M.D.
Jonathan Winograd, M.D. (plastics)
Molly S. Zirkle, M.D.

Consultant in Allergy and Immunology

Johnson Wong, M.D.

Consultant in Dermatologic Surgery

Oon T. Tan, M.D.

Consultant in Maxillofacial Prosthetics

Matthew J. Jackson, M.D.

Consultant in Neurosurgery

Robert Ojemann, M.D.

Consultant in Pain Management

Martin Acquadro, M.D.

Consultants in Hyperbaric Medicine

Jeffrey A. Blair, M.D.
Alasdair K. Conn, M.D.
Raghavendra Kulkarni, M.D.
David A. Peak, M.D.
Robert L. Sheridan, M.D.
Stephen H. Thomas, M.D.

Consultants in Oral/ Maxillofacial Surgery

John Buehler, M.D., D.M.D.
Leonard B. Kaban, M.D., D.M.D.
David Keith, M.D., D.M.D.
C. Randy Todd, M.D., D.M.D.

Consulting Staff

Consultant in Allergy and Immunology
Richard A. Moscicki, M.D.

Consultant in Radiation Oncology
Paul G. McKeough, M.D.

Courtesy Staff

Surgeons
Thomas R. Klein, M.D.

Associate Surgeons
Peter S. Ambrus, M.D.
Joseph F. DiTroia, M.D.
Bruce R. Gordon, M.D.
Ely A. Kirschner, M.D.
Clarence E. Kylander, M.D.

Assistant Surgeons
Fred G. Arrigg, M.D.
Stuart H. Bentkover, M.D.
Pamela D. Dana, M.D.
Edward Donovan, M.D.
Terry J. Garfinkle, M.D.
Usama S. Hamdan, M.D.
James P. Hughes, M.D.
Ralph A. Iannuzzi, M.D.
Charles J. Leidner, M.D.
John B. Liland, M.D.
Joseph H. Oyer, M.D.
Kathryn A. Ryan, M.D.
Jonathon S. Sillman, M.D.
Stephen A. Smith, M.D.
H. Dennis Snyder, M.D.

Assistants in Otolaryngology
Seema Byahatti, M.D.
James L. Demetroulakos, M.D.
Maynard C. Hansen, M.D.
Craig A. Jones, M.D.
Cheong H. Kim, M.D.
William S. Postal, M.D.
Russell S. Shu, M.D.
Robert A. Stern, M.D.

Consultants in Oral/ Maxillofacial Surgery
Meredith August, M.D., D.M.D.
Carol Lorente, D.M.D.
Bonnie Padwa, M.D., D.M.D.
Joseph Wilkes, M.D., D.M.D.

Honorary Staff

Surgeons
C. Edward Jackson, M.D.
Roy A. Johnson, M.D.
Robert E. Klotz, M.D.
John M. Kurkjian, M.D.
Thomas A. Mulvaney, M.D.

Associate Surgeon
William G. Lavelle, M.D.
Alfred D. Weiss, M.D. (Neurology)

Emeritus Staff

Surgeons
Robert H. Freedman, M.D.
William L. Hayden, M.D.
Alfred L. Hurst, M.D.
Donald A. Keamy, M.D.
Joseph A. Moretti, M.D.
David L. Pierce, M.D.
John C. Trakas, M.D.

Senior Consulting Surgeon
J. Charles Drooker, M.D.

Research Fellows
Tanom Bunaprasert, M.D.
Chu-Yao Chen, M.D.
Rosie Dawkins
Wangsong Gong, B.S
Csilla Haburcakova, Ph.D.
Mutai Hideki, Ph.D.
Dipti Kamani, M.D.
Syed Kamil, M.D.
Erna Kentala, M.D., Ph.D.
Gabor Keresztes, Ph.D.
Aayesha M. Khan, M.D.
Huawei Li, Ph.D.
Stephane Maison, Ph.D.
Sukyung Park, Ph.D.
Michael Rho, M.D.
Cristian Slough, M.D.
Konstantoula Spanou, M.D.
Konstantina Stankovic, M.D., Ph.D.
Lionel Zupan, Ph.D.

Clinical Fellows
Seth H. Dailey, M.D.
Theresa A. Hadlock, M.D.
Mitchell J. Ramsey, M.D.
Mark Samaha, M.D.

Residents
Carlos Ayala, M.D.
Jeannie Chung, M.D.
Anthony DelaCruz, M.D.
Ronald de Venecia, M.D., Ph.D.
Frank Fechner, M.D.
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Derrick Lin, M.D.
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YEAR IN REVIEW

Family supports cancer research

Fifteen members of the Murphy family gathered at the Infirmary this year for the unveiling of a plaque in honor of Laurence and Eleanor Murphy that was hung within the Head and Neck Oncology Clinic. The Murphy family has contributed towards a brighter future for cancer sufferers by supporting head and neck cancer research at the Infirmary. Jane Buehner, Mr. Murphy's daughter, established the Laurence A. Murphy Fund for Head and Neck Cancer Research in memory of her late father. This fund supports research by Dr. Mark Varvares.

Pictured above: Members of the Murphy family

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Lynnette Watkins, M.D., (left), Director of Eye Emergency Services, and Mary Lou Butler, R.N., (center), consult with one of the nearly 28,000 patients who are seen annually in the Infirmary's Emergency Ward. Nurses in this busy unit, and throughout the Infirmary, provide quality care through their knowledge and expertise.

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YEAR IN REVIEW

Family Fights for Sight

New Trustee Dan Quirk and his wife Mary Jo, along with the help of their daughters, Bridget and Meredith, led efforts to raise money for the Bridget and Meredith Quirk Fund to Fight Pediatric Blindness. Bridget suffers from uveitis, an inflammation inside the eye. In less than 60 days, the Quirk Family successfully raised more than $137,000 to purchase a Heidelberg Scanning Laser Ophthalmoscope and Angiograph (SLO), which allows for earlier detection of retinal and uveitic conditions.

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Vadim Arshavsky, Ph.D., Associate Professor of Ophthalmology, was awarded a National Eye Institute "Core Grant for Vision Research." The grant is given to develop and expand facilities and resources available to vision researchers at the Infirmary.

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Marion E. Wheeler

The Annie Sullivan Society

The Annie Sullivan Society honors and recognizes the many thoughtful and generous friends who have joined the Infirmary in its mission to preserve sight, hearing, speech and balance. Membership in the Annie Sullivan Society is open to those who name the Massachusetts Eye and Ear Infirmary in their wills, planned gifts or estate plans. There is no membership fee.

Annie Sullivan, known to the world as "The Miracle Worker," helped her student, Helen Keller, become one of the most inspirational people of the twentieth century. With Annie's help, Helen proved to the world that a blind and deaf person could become a leader in a world of sight and sound.

Many do not know that Annie, too, struggled with vision problems throughout her life. As a child, her eyesight was normal until shortly before her eighth birthday, when she was struck by a disease that clouded her vision. Despite three operations, Annie's eyesight did not improve, and she resigned herself to a life of blindness. However, at the age of 15, she learned of Dr. Henry Bradford at the Massachusetts Eye and Ear Infirmary who performed two surgeries, eventually restoring vision to Annie.

Though her gift of sight was only temporary, Annie decided to pursue a career as a teacher of the blind. Her first teaching assignment was the 7-year-old blind, deaf and mute Helen Keller, whom she would teach and nurture for the rest of her life.

BECOME A MIRACLE WORKER

Become a Miracle Worker

Your legacy, of whatever size, is critically important in helping the Massachusetts Eye and Ear Infirmary provide the finest care to patients with disorders of the eyes, ears, nose, throat, head and neck. With your help, Infirmary physicians and scientists will continue to improve the training, and achieve the breakthroughs, that one day may prevent those diseases or cure them entirely.

By joining the Annie Sullivan Society, you will enjoy:

> An annual members' reception;

> Inclusion in an Annie Sullivan Society members listing published in the Infirmary's Annual Report;

> A subscription to the Society's newsletter, featuring current news of the Infirmary and information on financial planning;

> The satisfaction of knowing that you are helping to work "miracles" in the lives of those who live with the loss of vision, hearing, speech or balance.

For more information about the Annie Sullivan Society, please contact Melissa Paul, Director of Major Gifts, at 617-573-4168.

Members of the Annie Sullivan Society

Anonymous (28)
Widgie and Peter Aldrich
Richard H. Aldrich
William F. Allen
Albert Auburn
Judith and Joseph Auerbach
Shirley Baillieul
Elma Baldrick
Barbara Barker
Nathaniel H. Batchelder
Alexander A. Bernhard and
Myra A. Mayman
Dorothea and Shelly Buckler
Rita H. Chabot
Melville Chapin
Merrick Cohen
Ellen Danser
Vincent Dolaser
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Stetson Whitcher
Susan Woodard
Barry and Pat Yellen
Mrs. Charles T. Young, III

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YEAR IN REVIEW

Trustee Supports Pediatric Efforts

Richard H. Aldrich, a new member of the Board of Directors, cares about children. Since he became involved with the Infirmary in 2000, Mr Aldrich has pledged his support and time to the pediatric unit of the hospital in many ways, including buying an aquarium for the pediatric unit and a new television and DVD player with videos to entertain sick inpatients. He is a strong proponent of the Infirmary's Caring About Children Program. The first of its kind in New England, this program combines medical and nursing excellence with superb care and service.

"I wanted to help ensure that every child who visits the Infirmary will receive this great care and comfort," Mr. Aldrich said. "I hope others will think about doing the same."

Mr. Aldrich recently expanded his support of the Infirmary with a planned gift of more than $1 million dollars to be used where needed most.

Pediatric patients at the Infirmary thank Board Member Richard Aldrich for his gift of an aquarium.

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Massachusetts Eye and Ear Infirmary

ANNUAL REPORT: 2003

DEAR FRIEND,

It is my pleasure to present this year's annual report, which focuses on the Faces of Care — the employees and medical staff of the Massachusetts Eye and Ear Infirmary. The individuals on the cover of the report, and the hundreds of others they represent, are the heart and soul of this institution. They — the physicians, nurses researchers and support staff — make it possible to provide excellent care for those we serve. I thank all of them for their extraordinary efforts in fiscal year 2003.

This annual report is a reflection of those who work here today to conduct research, provide medical care, and teach the medical professionals of tomorrow — whether directly or behind the scenes. This report is also a tribute to friends like you, whose good will, devotion and generosity make excellence possible every day.

With continuing appreciation,

F. Curtis Smith

F. Curtis Smith

REPORT OF THE

President and Chairman

George Rabstejnek (left) and Curt Smith (right)

Leadership was an important recurring theme of fiscal year 2003. In addition to the selection of George Rabstejnek as Chairman of the Board, four new Directors were elected December 2002: Peter Aldrich, Richard Aldrich, John Kavanagh and Fred Thorne. We are grateful to them for their patience in learning the inner workings of the Infirmary, for the important questions they raise, and for the fresh perspectives and insights they bring to our mission.

The Medical Staff is the foundation on which our mission is built, and the leadership of the Medical Staff is of paramount importance. We are pleased to note two additions to our medical leadership. After an extensive search, Salvatore Basta, M.D., was named the new Chief of Anesthesia. Dr. Basta trained at Harvard Medical School (HMS) and the Massachusetts General Hospital (MGH) and has held a number of positions at MGH, including Director of the Clinical Anesthesia Division and Director of Anesthesia Services for the Same-Day Surgical Unit. A nationwide search led by HMS concluded with the selection of Joan W. Miller, M.D., as Chief of Ophthalmology at the Infirmary and Chair of Ophthalmology at HMS. Currently the Director of the Infirmary's Angiogenesis Laboratory and a full-time physician, Dr. Miller was the first woman president of the medical staff of MEEI, and is the first woman to be named Chief and Chair of Ophthalmology at MEEI and HMS. Working with Evangelos Gragoudas, M.D., Dr. Miller pioneered the development of photodynamic therapy for age-related macular degeneration. Besides these two important leadership positions, we would like to recognize the leadership of Joseph B. Nadol, Jr., M.D., Chief of Otolaryngology; Dr. Gragoudas, Acting Chief of Ophthalmology; Hugh Curtin, M.D., Chief of Radiology; Robert Hughes, M.D., Chief of the Medical

Unit; and Joseph Bayes, M.D., Acting Chief of Anesthesiology. Without their vision, dedication and skillful management, the Infirmary would not be the exceptional hospital that it is today.

In fiscal year 2003, the Infirmary remained a top contender in its field. We instituted a number of new programs that have enhanced patient care, improved our working environment, expanded our research activity, and maintained fiscal accountability, while providing the highest quality of care for our patients.

PATIENT CARE

The Infirmary continued to adapt and change operationally to respond to the needs of our patients. We upgraded our Audiology Department and added a new Hearing Aid and Cochlear Implant Center. In addition, we opened a new Pediatric Intermediate Care Unit. Thanks to the support of friends of the Infirmary and the guidance of our Chiefs, patient diagnosis and treatment were dramatically enhanced through the purchase of state-of-the-art technology.

FOUNDERS' DAY THANKS THOSE WHO CARE

The 2nd Annual Founders' Day luncheon was celebrated on May 15 at the Park Plaza Hotel in Boston. Founders' Day attendees include Annie Sullivan Society members, those who name the Infirmary in their wills, planned gifts, or estate plans, and members of The 1824 Circle, friends who make unrestricted gifts of $10,000 annually. Sandra Heath, whose voice was restored by the late Dr. William Montgomery, gave the keynote speech. Pictured at the Founders' Day luncheon are Infirmary President Curt Smith (left) and special Infirmary friend Norman Knight.

In a time when many hospitals are faced with nursing shortages resulting in closing of operating rooms and beds, we are pleased to report that the Infirmary has maintained its tradition of nursing excellence due to committed long-term staff, strategic training and through the leadership of Carol Covell, R.N., M.S., Senior Vice President of Patient Services. This year, the Infirmary received a wonderful gift when Norman Knight, a long-time friend, created two annual awards for leadership and clinical excellence in nursing. Chris Weeks, Clinical Leader, Pediatrics, received the Leadership Award, and Asenet Craffey, Clinical Resource Nurse, was acknowledged with the Clinical Excellence Award. Our appreciation to Mr. Knight for understanding that an investment in our nursing staff is an investment in patient care.

MEDICAL STAFF EXCELLENCE

The excellence of the Infirmary's medical staff was recognized this year by two prominent magazines. *U.S. News & World Report*'s "Best Hospital" survey ranked the Infirmary second in Ear, Nose, and Throat, and fourth in Eyes. Twelve physicians affiliated with the Infirmary were listed in *Boston* magazine as "Top Docs." To meet our expanding patient base, the Infirmary added five physicians to its ophthalmology and otolaryngology staffs. Please read the Chiefs reports to learn more about them.

RESEARCH ACTIVITY

The Infirmary's research program continues to expand and received international recognition this year. The research funding portfolio is strong and reflects the high caliber of the scientific work being carried out here. The funding for our research activity has virtually doubled in the last five years to considerably more than $20 million. Our awards place us in the top 7% of all recipients of National Institutes of Health funding.

Jin-Hong Chang, Ph.D., Thaddeus Dryja, M.D., John Guinan, Ph.D., Stefan Heller, Ph.D., Jarema Malicki, Ph.D., Leila Mankarious, M.D., Jennifer Melcher, Ph.D., John Rosowski, Ph.D. and Johanna Seddon, M.D., received new grants this year. Over the next five years, these grants will contribute more than $12.5 million to the Infirmary's research enterprise. Vadim Arshavsky, Ph.D., was awarded a supplement of $425,000 to purchase equipment to support his research in photoreceptive light adaptation. Our researchers and our postdoctoral fellows were also generously supported by many foundations, such as the Massachusetts Lions

Michael Cunningham, M.D., Pediatric Otolaryngologist, takes special care of one of his patients, Madeline Fox. Dr. Cunningham performs routine follow-up care on the 4-year-old after he implanted tubes into her ears to treat recurrent ear infections.

NEW CHIEF OF ANESTHESIOLOGY NAMED

Richard L. Fabian, M.D., (right) was instrumental in the recruitment of Salvatore Basta, M.D., the new Chief of Anesthesiology (left).

Dr. Basta was most recently the Director of Anesthesia Services for the Same Day Surgical Unit and Director of the Clinical Anesthesia Division at the Massachusetts General Hospital, where he provided anesthesia services for more than 20 years. A graduate of Williams College and the University of Massachusetts Medical School, Dr. Basta interned at Hartford Hospital in Connecticut, completed his anesthesia residency at MGH, and was a clinical and research fellow in anesthesia at Harvard Medical School. Dr. Basta's research interests include developing new neuromuscular blocking agents for use during anesthesia and understanding the pharmacology of histamine release. His clinical and scientific contributions to the field of anesthesiology will further enhance the services offered to Infirmary patients.

Foundation Fighting Blindness, Knights Templar, The Medical Foundation, Glaucoma Foundation, American Laryngological Association, and the American Head and Neck Society. We are grateful for their support.

Three patents were issued to Infirmary inventors this year: Daniel Merfeld, Ph.D., Steven Rauch, M.D., Conrad Wall III, Ph.D., and Marc Weinberg, Ph.D., (Draper Laboratories) for their vestibular work; Dimitri Azar, M.D., for his accommodating intraocular lens; and Drs. Miller and Gragoudas for their work in the field of photodynamic therapy.

MEDICAL EDUCATION

Teaching the next generation of surgeons and scientists is an important part of our mission and demonstrates leadership in our specialties. Bonnie Henderson, M.D., was named "Teacher of the Year" in ophthalmology, and Michael McKenna, M.D., was honored with the William W. Montgomery Award for Excellence in Teaching. Hugh Curtin, M.D., Chief of Radiology, received the Jack Wittenberg Teaching award from MGH, where he also teaches. Theresa Hadlock, M.D., was awarded the 2003 MEEI Fellowship, one of Harvard Medical School's 50th Anniversary Scholar in Medicine Fellowships. The Infirmary celebrated the addition of two new Professors this fiscal year. The Harvard Medical School Board of Governors promoted Dr. D. Azar to the rank of Professor of Ophthalmology, and Ralph Metson, M.D., to the rank of Clinical Professor of Otology and Laryngology.

FINANCIAL NEWS

The Infirmary had a good year financially. Patient volumes grew modestly, while revenue was up due to increases in payments from several of our larger payors. In addition, we continued to improve in our ability to collect from those payors. We achieved all of our revenue cycle goals, and our accounts receivable is now less than 50 days. Infirmary leadership did an excellent job of holding expenses in line as well. Consequently, the Infirmary achieved its goal of a break-even bottom line this year. However, the need to recognize additional expenses related to litigation, realized losses on investment transactions, and non-cash adjustments to receivable reserves for the physician group practice made the Foundation's results decline by $700,000 as compared to last year. Although this is disappointing, the fundamentals of our businesses are strong, and we are optimistic that our financial performance will improve in the new fiscal year.

INFORMATION SERVICES

Information Services began implementing the principles established during phase two of the Information Technology (IT) strategic planning process. The results included assessment on the current state of IT, as well as recommendations on next steps for improving the use of technology, particularly for clinical, educational and research purposes. The strategic planning work will continue in fiscal year 2004. Information Services collaborated with the Revenue Cycle areas to support the implementation of revenue enhancement initiatives, including the upgrades to the charge entry process, improvements in the Emergency Room/Walk-in Service work flow, the implementation of the New England Healthcare EDI Network eligibility tracking for commercial payors, and improving the data integrity on claims processing. Clinical care was significantly enhanced by the successful installation of the Picture Archiving and Communications System (PACS), which allows Radiologists to store and view digital images instead of film, and with the implementation of the new inpatient Pharmacy system. A key initiative supported was the implementation of privacy and transaction and code set requirements of the Health Insurance Portability and Accountability Act (HIPAA). We began the education and planning development for implementing the HIPAA security regulations.

DEVELOPMENT REPORT

Philanthropy to the Infirmary held up well this fiscal year, with total fundraising achievement at $9,926,477, just short of our $10 million goal, but a 7% increase over last year. To encourage giving, several generous Directors created the "Board Challenge," through which they offered to match the giving of all first-time members of the Reynolds Society; even with this push, Reynolds membership declined slightly. Membership in the 1824 Circle (for unrestricted donors of $10,000 or more) grew, however. Planned giving success was seen in six new bequests, three charitable remainder trusts, three gift annuities, three 401(K) contributions, and three life insurance gifts that were confirmed this fiscal year, increasing total membership in the Annie Sullivan Society.

Highlights of fiscal year 2003 include:

- **A $2,000,000 pledge from an anonymous foundation for Dr. Steven Zeitels' voice restoration research;**
- **Two bequests totaling more than $1,000,000 from a husband and wife for an endowed ophthalmology research fund, the Paul A. Chandler Fund;**
- **Two gifts and a pledge totaling more than $500,000 from Norman Knight for research in head and neck cancer and for the Norman Knight Fund for Nursing Excellence;**
- **$500,000 from the estate of Lee Kingsbury-Smith for Dr. Joseph Rizzo's retinal implant R & D;**
- **More than $438,000, unrestricted, from the estate of Susan Morse Hilles;**
- **A $300,000 pledge from the Hamilton H. and Mildred H. Kellogg Charitable Trust for "hair cell" research;**
- **A $300,000 grant from the Ruth and Milton Steinbach Fund for Dr. Tiansen Li's research in AMD;**
- **A gift of $250,000 from Mrs. Neil Tillotson for "hair cell" research;**
- **A $240,000 pledge from Trustee Carol Sawyer Parks for the new Pediatric Intermediate Care Unit; and**
- **An unrestricted life income gift valued at $150,000 by Trustee Barry Scheur.**

Lucy Young, M.D., Ph.D., Retina Specialist, and Atul Sharma, M.D., Clinical Fellow, perform retina detachment repair on a patient using an indirect ophthalmoscope. As part of the Infirmary's mission, residents and fellows receive individualized training from specialists in their field.

The most important development initiative that was launched this fiscal year was the planning for a comprehensive campaign of historic magnitude, which will be instrumental for funding major advances in the Infirmary's mission in the years to come.

COMMUNITY BENEFITS

The Infirmary continued its commitment to providing service to the community this year through a variety of projects. The Infirmary hosted two free public education seminars that filled every seat in the Meltzer Auditorium and continued its collaboration with the R.O.S.E. (Regaining One's Self-Esteem) Fund, in which the Infirmary and its medical staff donated free cosmetic surgeries to victims of domestic violence. The Infirmary's Vision and Hearing Care Program expanded to care for an increased population of children at the Neighborhood House Charter School in Dorchester, Mass.

BUSINESS DEVELOPMENT/INVESTMENT

The Infirmary received more than $1 million in royalties from various intellectual property transactions this year. In addition, a license of phacoemulsification technology (Dr. D. Azar) was granted to IOLTech Laboratoires in France. In the international arena, U.S. medical centers have reported a 30-67% decline since the Sept. 11 tragedy. The Infirmary's international patient volume has declined approximately 29% since 2001, yet revenues have only decreased 10% from 2001, and are up 18% from 2002. Approximately 950 international patients from 98 countries were seen at MEEI in 2003. The Marketing Department implemented various initiatives aimed at increasing awareness of the Infirmary and its services. In addition, the Infirmary worked with Trustees Norman Knight and Roberta Siegel to develop public service announcements for the Infirmary and the Hyperbaric Medicine Center for fiscal year 2004.

IN CONCLUSION

The Infirmary continued to thrive in its 179th year, with great progress in the commitment to our mission to provide excellence in patient care, teaching, and research. We believe that the collaboration among the Board of Directors, the Chiefs, the Administration, the Nurses, and the Medical Staff has resulted in one of the most productive years in memory for the Infirmary, especially given the continuing challenges facing the healthcare environment. Thank you to all for your efforts towards this achievement.

F. CURTIS SMITH
President

GEORGE J. RABSTEJNEK
Chairman

Trustee Mike Ervolini (left), Joel Kraut, M.D., director of the Vision Rehabilitation Center (center), and Trustee John Marenghi (right) were among the guests who gathered this fall to celebrate the grand opening of Second Look, a new service offered at the Infirmary. The goal of Second Look is to introduce patients to the wide variety of technologies available today with computers, voice synthesization, and closed-camera enlargement. The program was started by a small number of committed Infirmary friends whose goal is to raise $352,000 to launch and maintain the program for 10 years.

REPORT OF THE

Chief of Ophthalmology

As I turn over the Department to Joan W. Miller, M.D., the new Professor and Chair, I am happy to reflect on the accomplishments in Ophthalmology during 2003. We continued to make significant progress in all phases of the Infirmary's mission – patient care, teaching and research.

We welcomed three new members to the hospital-based eye staff – Dr. Ivana Kim in the Retina Service on a full-time basis, and Drs. Melanie Kazlas and Matthew Gardiner in the Pediatric Ophthalmology and Strabismus Service and Emergency Department, respectively, on a part-time basis. A graduate of Harvard Medical School, Dr. Kim received residency training at the Infirmary and most recently completed a two-year retina fellowship on the Retina Service. While building a retinal surgical and medical practice, she is the principal investigator of a new trial in age-related macular degeneration (AMD) treatment, and collaborating in molecular genetics studies of AMD. Dr. Kazlas was most recently a pediatric ophthalmologist at the Boston University Medical Center. Her arrival has further enhanced appointment availability in this popular service. A Boston area native, Dr. Gardiner completed a corneal and refractive surgery fellowship at the Infirmary in June 2003. We are fortunate to have retained his services to oversee the daily challenges of the eye emergency setting.

Harvard Medical School faculty promotions in Ophthalmology this year included two advancements to full professor. We congratulate Dimitri T. Azar, M.D., (MEEI) and Eliezer Peli, O.D., (Schepens Eye Research Institute) upon their achievement. Dr. Azar, Director of the Corneal and Refractive Surgery Service at MEEI, is a leader in the refractive surgery field. In addition to

developing new and more precise refractive options, his clinical interests include intraocular lenses, corneal erosion syndrome, and intracorneal ring surgery for patients with keratoconus. Dr. Peli, Senior Scientist at the Schepens Eye Research Institute, is among the world's leading experts in low vision rehabilitation, in the visual effect of head-mounted display devices and the vision interface to other displays, and in the development and application of visual models in diverse areas of engineering.

Ophthalmic faculty continue to be recognized by peer and professional organizations. Reza Dana, M.D., M.P.H., was the recipient of the Cogan Award from the Association for Research in Vision and Ophthalmology. Lynnette Watkins, M.D., was awarded an HMS Dean's Community Service Award for her work with ZONTA International, an organization that strives to improve the status of women. Dr. Watkins recently accepted a position in Indiana, and we wish her well. Dr. Miller received the Alcon Award from the Alcon Research Institute this past year, and I was honored to be named an honorary member of Fondazione G.B. Bietti in Rome at its annual meeting in September.

CLINICAL ACTIVITY

Our clinical areas had another strong year in terms of patient demand. The General Eye Service has been renamed as the Comprehensive Ophthalmology Service in order to better reflect the wide range of care it provides. Through private, industrial and MEEI capital funding, our physicians have been able to maintain clinical excellence by adding equipment and technology that allows us to offer the newest therapies and services. In the past year, these included:

- **IOL Master for the Comprehensive Ophthalmology Service. This device provides quicker and much more accurate lens measurements that are the basis for cataract surgery.**

- **Two Iridex Symphony Integrated Laser Systems purchased in part with generous funding from the Massachusetts Lions. These systems will greatly enhance ongoing research in macular degeneration and diabetic retinopathy in the angiogenesis and laser laboratories.**

- **Wavefront-guided LASIK. Wavefront provides an advanced method to measure optical distortions in the eye beyond such traditional determinations as nearsightedness, farsightedness or astigmatism. The resulting measurement is unique to each patient (similar to a fingerprint) and allows the surgeon to customize LASIK treatment accordingly.**

- **Panoret Wide Angle Digital Retinal Camera. This camera provides a panoramic image of the retina measuring 130 degrees due to the unique manner in which the camera diffuses light through the sclera.**

- **Heidelberg Scanning Laser Ophthalmoscope Retinal Angiograph ICG/Fluorescein Unit. This tool is used in many retinal diseases for improved visualization of vascular disorders and also because of its use in following autofluorescence in retinal degenerations.**

In addition to state-of-the-art equipment, it is important to recognize the human component of our services. *Boston* magazine cited a number of talented physicians in its 2003 "Best Doctors" issue including Drs. D. Azar, Bonnie Henderson and Miller from the Infirmary. We enjoyed another year of support from several departments that offer our patients essential treatment and testing. The dedicated employees in Contact Lens, the Optical Shop, Vision Rehabilitation, Occupational Therapy, Fluorescein and Ultrasound enhance our ability to provide the best care for our patients.

RESEARCH ACTIVITY

The Infirmary's continuous support for research programs and facilities has resulted in another exceptional year for research staff. Some highlights include:

In 2003, Drs. Thaddeus Dryja and Miller were awarded a five-year grant from the National Eye Institute for continued work in AMD genetics. Work initiated by Drs. Anthony Adamis, Miller and I has culminated in positive results in a large multicenter trial studying anti-VEGF therapy in neovascular AMD. The National Eye Institute (NEI) renewed Dr. Johanna Seddon's grant, "Etiologic Studies of Age-Related Macular Degeneration." Dr. Seddon and her group are attempting to determine the genetic susceptibility of age-related macular degeneration.

WORLD-RENOWNED AMD SPECIALIST NAMED CHIEF

Joan W. Miller, M.D., a world renowned macular degeneration clinician and researcher, was named Chief of Ophthalmology at the Massachusetts Eye and Ear Infirmary and Chairman of Ophthalmology at Harvard Medical School (HMS) after a year-long, nationwide search. A graduate of MIT and Harvard Medical School, Dr. Miller is an HMS Professor of Ophthalmology and the Director of the MEEI Retina Research Institute. She joined the full-time staff of the Infirmary's Retina Service in 1991, where she is a vitreoretinal specialist with a particular interest in macular degeneration. Dr. Miller has served as the first chairman of the Joint Governance Committee of the Center for Clinical Research at HMS and as the first woman president of the MEEI medical staff. She is the first woman to be named as Chief and Chairman of Ophthalmology at the Infirmary and Harvard Medical School.

Dr. Miller's research interests are focused on ocular neovascularization as it relates to macular degeneration and diabetic retinopathy. She and her colleagues pioneered the development of photodynamic therapy for neovascular macular degeneration. Dr. Miller has published more than 64 original peer-reviewed papers, 38 book chapters and review articles, and has four issued U.S. patents.

There were several publications related to photodynamic therapy (PDT) including a PDT textbook, "Photodynamic Therapy of Ocular Disease," edited by Drs. Miller, Leonidas Zografos (University of Lausanne), and me. Published this fall, it is the first of its kind and represents an international collaboration involving many former MEEI residents and fellows. Several manuscripts on this topic appeared this year in ophthalmic journals. Dr. Miller and others were awarded a patent this year for the use of green porphyrins to treat neovasculature in the eye.

Dr. Seddon and colleagues recently published results of the Progression Study for Macular Degeneration wherein obesity and exercise are identified as modifiable risk factors related to the advancement of AMD. Dr. Louis Pasquale and others issued information from a prospective study on antioxidant intake and primary open-angle glaucoma. Dr. Kathryn Colby and several other Infirmary physicians are participating in a national clinical trial to test a telescopic device to be implanted into the eyes of patients whose vision is failing due to macular degeneration. It is hoped that the device will assist these patients in improving their central vision.

The NEI makes appointments to its prestigious Advisory Council and Study Sections only to individuals with proven expertise and accomplishments in their scientific disciplines. Several ophthalmic faculty are currently serving on such committees including: Dr. Janey Wiggs, a four-year term on the National Advisory Eye Council; and Drs. Vadim Arshavsky, Reza Dana and Cynthia Grosskreutz as Study Section members reviewing grant applications submitted to NIH.

In summary, the Department of Ophthalmology has enjoyed another vibrant and challenging year. I personally hope that in my 18 months as Acting Chief, I have upheld the strong traditions established by Drs. Claes Dohlman and Fred Jakobiec. Dr. Miller is an inspired choice to succeed them and lead the Department into the future. Having known and observed her for more than 20 years, I can only imagine the exciting and innovative days to come!

EVANGELOS S. GRAGOUDAS, M.D.
Acting Chief of Ophthalmology

REPORT OF THE

Chief of Otolaryngology

The mission of the Department of Otolaryngology is to provide the best care for patients; to conduct clinical and basic research; and to participate in the education and training of future health care and research professionals; and to disseminate health related information. There was significant activity in all areas this year.

GENERAL OTOLARYNGOLOGY SERVICE

Under the direction of Dr. Gregory Randolph, subspecialty areas of interest included obstructive sleep apnea, endocrine surgery and disorders of the paranasal sinuses and nose. Dr. Salah Salman published two books entitled "Atlas of the Nasopharynx" and "Atlas of Diagnostic Nasal Endoscopy." Dr. Randolph published "Surgery of the Thyroid and Parathyroid Glands," which reflects a multidisciplinary approach to disorders of these glands. We welcomed Dr. Eric Holbrook, who has special abilities and interest in disorders of smell and taste.

HEAD & NECK SURGICAL ONCOLOGY SERVICE

Dr. Daniel G. Deschler is pursuing clinical and translational research in the area of tracheoesophageal speech in patients who have undergone pharyngeal reconstruction and laryngectomy, and a study to evaluate the causes of microvascular thrombosis in free tissue transfer. He received a grant from the American Head and Neck Society to study tracheoesophageal speech and is guest editor in Otolaryngology Head and Neck Surgery Clinics of North America on "voice following laryngeal cancer surgery." Dr. James W. Rocco spends much of his professional time in the elucidation of the cellular and molecular biologic causes of head and neck malignancies, with the goal of identifying new treatments. The Norman Knight Hyperbaric Medicine Center continued its mis-

sion in the delivery and investigation of this therapeutic modality under the direction of Dr. Richard L. Fabian and provided 2,091 hyperbaric treatments this year.

LARYNGOLOGY DIVISION AND VOICE AND SPEECH LABORATORY

Dr. Steven Zeitels received a grant of $2 million for a Voice Restoration Research Program, with co-investigators Robert Langer, Ph.D., Rox Anderson, M.D., Robert Hillman, Ph.D., and James Kobler, Ph.D., to develop techniques to restore pliability of the vocal cords. Dr. Ramon Franco is involved in research to understand the role of telomerase expression in cancer of the larynx and, together with Drs. Zeitels and Anderson, is exploring the utility of the 585-nanometer pulsed dye laser in the treatment of disorders of the vocal cords. The application of the pulsed dye laser has led to an increase in outpatient surgical volumn. There are currently three funded projects in the Voice and Speech Laboratory whose purpose is to develop new technology: an ambulatory monitoring and feedback system for evaluation and treatment of voice disorders, an automated method for objective clinical measurement of human voice quality, and a system for automatically calibrating endoscopic images of the larynx for clinical evaluation of laryngeal function and pathology. The Voice and Speech Laboratory research group (Drs. Hillman, Kobler, Heaton, Cheyne and Zeitels) was recently awarded a five-year grant from NIH to pursue "development of voice neural prosthesis technology."

FACIAL PLASTICS AND RECONSTRUCTIVE SURGERY SERVICE

Under the direction of Dr. Mack Cheney, this division serves as a resource for both reconstructive surgery following ablative procedures in the head and neck and for facial plastic and cosmetic surgery. Five educational symposia on cosmetic surgery were held this year. As a result of this and other efforts, there has been growth of cosmetic cases in the main OR and in the cases done on an ambulatory basis. The Facial Nerve Center was relocated to the 9th floor and has been strengthened by affiliation with physical therapy from the MGH. The R.O.S.E. Fund collaboration was extended to include three additional patients. As part of the division's relationship with Medical Missions for Children, several residents and fellows, and Drs. Cheney, Hadlock and Hamdan, participated in missions to Latin America and the Ukraine. In addition to cosmetic and functional plastic surgery by Drs. Cheney, Gliklich, Hadlock, Lazor, and Rounds, the Center provides a venue for our busy dermatologic and Moh's surgeon, Dr. Jessica Fewkes.

PEDIATRIC OTOLARYNGOLOGY SERVICE

This service has developed subspecialty interests including vascular malformation (Dr. Cunningham), pediatric voice disorders (Dr. Hartnick), disorders of the airway (Dr. Volk), pediatric cochlear implantation (Dr. Mankarious) and microtia repair (Dr. Eavey). Dr. Mankarious received a K08 award from NIH. Dr. Cunningham serves as Associate Director of the Residency Program in Otolaryngology for the Harvard Medical School and the Infirmary. Dr. Eavey received the William Potsic Award for his work with Dr. Syed Kamil, a research fellow.

OTOLOGY, NEUROLOGY, AUDIOLOGY, AND VESTIBULAR LABORATORIES

The five physician members of the Otology/Neurotology Service share complimentary interests and clinically relevant research: Dr. Steven Rauch (management of immune mediated inner ear disease and vestibular disorders); Dr. Michael McKenna (molecular mechanisms of otosclerosis and skull base surgery); Dr. Saumil Merchant (application of middle ear mechanics to provide a scientific basis for reconstructive procedures of the middle ear); Dr. Nadol (the histopathologic correlates of success in cochlear implantation in the human); and Dr. Robert Jyung (the investigation in the role of vascular and other mechanisms in tumors of the temporal bone). The Audiology Department, under the direction of Dr. Sharon Kujawa, continues to diversify its clinical service to include vestibular evoked potentials and expanded middle ear measurements. Audiology oversees the hearing screening of over 8,000 newborns per year at the MGH and community hospitals. The Auditory Rehabilitation Center has reached its financial goal for endowment, enabling the Center to continue to help all patients with hearing loss, regardless of their financial abilities. Several clinically relevant research projects are underway within the Department: Dr. Kujawa and her colleagues, Dr. Liberman and Dr. Temple from the University of Washington, received funding from NIDCD on the role of genetics in susceptibility to noise-induced hearing loss; Drs. Kujawa, McKenna, Sewell and Mikulec are collaborating with engineers from Draper Laboratories on a project involving drug delivery to the inner ear; Drs. Herrmann and Eddington are working to characterize the physiologic activation of the auditory system with electrical stimulation. Drs.

Basil Pawlyk, M.S.C., (right), and Tiansen Li, Ph.D., researchers in the Berman-Gund Laboratory for Retinal Degenerations, continue to search for advancements in the treatment of retinitis pigmentosa, macular degeneration, and other related degenerative diseases of the retina. Infirmary researchers have made significant strides in combating eye and ear diseases because of their dedication and determination.

2003 EMPLOYEE Stars

JANUARY

Scott Bambrick

Emergency Ward

FEBRUARY

Susan Sproviero

Ophthalmology

MARCH

Susan Alioto

Central Registration

APRIL

Eleni Georgacopoulos

Dietary

MAY

Ann Bland

Volunteer Services

JUNE

John Bourque

Transportation Department

JULY

Joseph Correia

Information Services

AUGUST

Sophia Pasedis

Pharmacy

SEPTEMBER

Nhu Vu

Human Resources

OCTOBER

Jacinthe Merilien

Dietary

NOVEMBER

Sandy Pizziferi

Nursing Administration

DECEMBER

Donna Bernard

Accounting

Hermann, Kujawa, Zhou, Rauch and Guinan are evaluating the sensitivity of vestibular evoked myogenic potentials in various clinical populations. The annual public forum on hearing and hearing loss attracted a large audience.

The Jenks Vestibular Diagnostic Laboratory introduced a new test of otolith function, called Subjective Visual Vertical. Director Dr. Wall and Dr. Joseph Rizzo from the Department of Ophthalmology are collaborating on a project to characterize visual vestibular interactions in patients with low vision. An NIDCD grant was awarded to develop and validate motion sensors for use in prostheses for imbalance-impaired individuals. The Cochlear Implant Research Laboratory, under the direction of Dr. Donald K. Eddington, is investigating methods to improve speech recognition by patients who have undergone cochlear implantation, including binaural use of cochlear implants and alterations in processing strategies.

BASIC RESEARCH

During this year, the following were particularly noteworthy:

- **Dr. Stefan Heller and colleagues published in *Nature, Medicine* and *Proceedings of the National Academy of Sciences*, the results of their work demonstrating differentiation of sensory cells from stem cells from the inner ear of a mouse.**

- **Dr. Christopher Shera and colleagues published in the Journal of the Acoustical Society of America a novel explanation for the generation of spontaneous otoacoustic emissions.**

- **Drs. Rosowski, Merchant, and Peake received a five-year grant from NIDCD to continue their study of mechanics of the middle ear and to provide new information relevant to reconstruction of the middle ear.**

- **Dr. Guinan was awarded a five-year grant from NIDCD to study feedback control systems to the inner ear, important in understanding the mechanisms of hearing in noisy environments.**

- **Dr. Stefan Heller received a five-year grant from NIDCD to continue his work on adult and embryonic stem cells as a source of differentiation into sensory cells and nerve cells.**

- **Dr. Melcher received a two-year grant from NIDCD to develop techniques for functional MRI scanning to understand the mechanisms of tinnitus.**

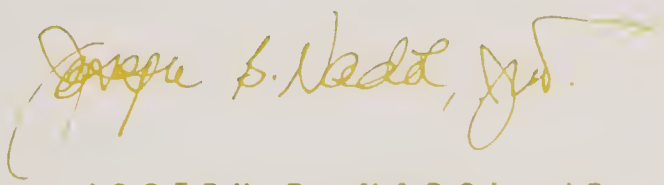
- **Dr. Bertrand Delgutte became Co-Director of the Program in Speech, Hearing, Bioscience and Technology. Co-sponsored by Harvard and MIT under the aegis of the Division of Health Science and Technology (HST), this program currently trains 50 students in the pursuit of a Ph D. This year, two graduate students from this program completed their doctoral dissertations under the mentorship of EPL investigators.**

- **Dr. Courtney Lane was honored for her excellence in research by the Helen Carr Peake prize, sponsored by the Research Laboratory of Electronics at MIT.**

We welcomed Albert Edge, Ph.D., to the Eaton-Peabody Laboratory. He comes to us from the biotech industry, where he directed clinical trials of nerve cell transplantation as a treatment for Parkinson's disease. He will concentrate on similar treatment for sensorineural hearing loss. The Jenks Vestibular Physiology Laboratory received funding from NASA to perform basic investigation on how humans process gravitational cues. The Laboratory is also working on a neural vestibular implant as a prosthesis for patients who have a significant balance dysfunction.

EDUCATIONAL MISSION

The Department of Otolaryngology is an important clinical venue for instruction of the course "Clinical Aspects of Speech and Hearing" for the Ph.D. candidates in the Speech, Hearing, Bioscience and Technology program of HST. In conjunction with Children's Hospital, Beth Israel Deaconess Medical Center, and Brigham and Women's Hospital, the Department continues its sponsorship of residency training in Otolaryngology-Head and Neck Surgery. In FY 2003 the Department hosted 20 research fellows and 23 visiting colleagues from 15 countries.



JOSEPH B. NADOL, JR., M.D.
Chief of Otolaryngology

FINANCIAL STATEMENTS

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet as of September 30, 2003

ASSETS

Current Assets	
Cash and Cash Equivalents	3,489,563
Assets Whose Use is Limited Under Indenture Agreement (Required for Current Liabilities)	1,167,619
Patient Accounts Receivable (Less Allowance for Doubtful Accounts $4,528,074)	16,565,951
Other Current Assets	6,774,768
Total Current Assets	**27,997,901**
Assets Whose Use Is Limited	
Funded Depreciation	- 0
Special Cash Reserves	10,755,167
Funds Held for Research	4,534
Under Indenture Agreement	4,368,108
Total Assets Whose Use is Limited	**15,127,809**
Investments	84,598,624
Pledges Receivable	1,532,308
Remainder Interest in Charitable Trusts	2,375,510
Beneficial Interest in Trust	14,457,242
Property, Plant & Equipment (Net of Depreciation of $130,247,165)	70,532,917
Other Assets	
Intangible Assets (Net of Amortization of $964,686)	566,013
Deposits	751,400
Intangible Pension Asset	718,348
Total Assets	**218,658,072**

LIABILITIES AND NET ASSETS

Current Liabilities	
Current Portion of Long-Term Debt and Capital Leases	3,749,195
Accounts Payable and Accrued Expenses	15,143,968
Accrued Interest	368,223
Estimated Settlements with Third Party Payors	2,314,569
Total Current Liabilities	**21,575,955**
Long-Term Debt, Less Current Portion	29,955,887
Accumulated Post-Retirement Benefit Obligation	392,085
Professional Liability Reserve	1,761,022
Accrued Pension Costs	11,272,688
Annuities and Unitrusts Payable	991,201
Total Liabilities	**65,948,838**
Net Assets	
Unrestricted for General Operations	47,104,106
Board Designated	23,659,813
Total Unrestricted Net Assets	70,763,919
Temporarily Restricted	35,111,346
Permanently Restricted	46,833,969
Total Net Assets	**152,709,234**
Total Liabilities and Net Assets	**218,658,072**

Medical expertise, professionalism and dedication to patient care are what make Infirmary nurses, especially operating room nurses, unique. Pictured from left to right are a few of the outstanding operating room nurses (standing): Judy Bennett, R.N., Ron McClelland, R.N., and Alan McGoldrick, R.N., Nurse Manager, Operating Room; (sitting): David Baxter, R.N. and Valerie Gass, R.N.

FINANCIAL STATEMENTS

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet as of September 30, 2003

NET PATIENT REVENUE	
Net Patient Service Revenue	111,969,234
OTHER OPERATING REVENUE	
(Including $17,988,248 from Research, Contributions and Grants)	35,379,557
Total Operating Revenue	**147,348,791**
OPERATING EXPENSES	
Patient Care and Clinical	95,742,316
General and Administrative	30,182,658
Research	20,929,439
Fundraising	1,061,559
Education	1,768,116
Total Operating Expenses	**149,684,088**
Deficit of Revenues over Expenses Before Prior Years' Reserves	(2,335,297)
Reduction of Prior Years' Reserves	0
Loss from Operations	(2,335,297)
Other Losses	(373,599)
Deficit of Revenues Over Expenses	(2,708,896)
Other Support	4,414,699
Decrease in Unrestricted Net Assets	1,705,803
Adjustment for Minimum Pension Liability	(1,312,054)
Increase (Decrease) in Unrestricted Net Assets	393,749
In addition, the Foundation received the following restricted funds income: Gifts and Bequests	7,203,977
INVESTMENT INCOME:	
Interest and Dividends	(126,195)
Realized Gains (Losses) on Investments	(1,824,420)
Unrealized Gain on Investments	10,949,212
Gain on Beneficial Interest in Trust	1,315,411

KNIGHT AWARDS RECOGNIZE NURSING EXCELLENCE

In keeping with the unrelenting pursuit of excellence synonymous with the Knight name, two awards were established for nurses. Christina Weeks won the 2003 Excellence in Nursing Leadership Award, while Asenet Craffey earned the 2003 Excellence in Clinical Practice Award. These awards were made possible by the generosity of Norman Knight, long-time friend of the Infirmary. Pictured (left to right) are Ms. Weeks, Carol Covell, R.N., M.S., Senior Vice President of Patient Services, and Ms. Craffey.

2003 STATISTICS

Inpatient Hospital | 42 beds

DISCHARGES:

Eye Discharges	223
ENT Discharges	1,318
Total	**1,541**
Patient Days	5,424
Average Length of Stay	3.52

Surgical Procedures

INPATIENT SURGERY:

Eye Cases	193
ENT Cases	986
Total	**1,179**

AMBULATORY SURGERY:

Eye Cases	12,539
ENT Cases	7,282
Total	**19,821**
Total Surgical Procedures	**21,000**
Ambulatory Surgical Cases Utilizing Observation Service	3,347

Outpatient Department

OPHTHALMOLOGY:

General Eye	26,131
Glaucoma	19,180
Cornea	9,281
Retina	14,105
Immunology	7,983
Neuro-Ophthalmology	5,204
Pediatric Ophthalmology and Strabismus	3,969
Eye Plastic	4,235
Electroretinography	3,357
Vision Rehabiliation	3,047
Contact Lens	5,167
Methuen Center	2,181
Somerville Center	0
Stoneham Center	1,896
Brigham and Women's Center	5
Brockton	61
Total	**105,802**

OTOLARYNGOLOGY:

Infirmary	44,458
Stoneham Center	12,434
Quincy Center	16,948
Wellesley Center	8,746
Total	**82,586**
Total Outpatient Visits	**188,388**

Emergency Room

Total Visits	25,147

Special Services

AUDIOLOGY DEPARTMENT:

Outpatient Visits	15,052
Hearing Aid Center	2,993
Evoked Response	1,447
Newborn Audiology Screenings	3,621

RADIOLOGY DEPARTMENT:

Conventional Exams	3,423
CT Scan	12,332
MRI	2,825

LABORATORIES:

Bacteriology (Cultures)	11,207
Clinical Lab (Procedures)	72,256
ENT Pathology (Specimens)	13,694
Eye Pathology (Specimens)	3,790
Frozen Section Laboratory	1,968
Electrocardiograms	3,689
Fluorescein Angiography	11,118
Occupational Therapy	2,032
Optical Shop	9,416
Ultrasonography	5,671
Vestibular Laboratory	5,293
Voice and Speech Laboratory	10,204
Hyberbaric Oxygen Treatments	3,165

A copy of the audited financial statements is available upon request from the Office of Public Affairs, (617) 573-3340.

MEDICAL STAFF

DEPARTMENT OF ANESTHESIOLOGY

Active Staff

Acting Chief of Anesthesiology

Joseph Bayes, M.D. (Until 9/30/03)

Chief of Anesthesiology

Salvatore Basta, M.D. (Effective 10/1/03)

Anesthesiologists

Malcolm J. Heslop, M.D.
Jin Woo Kim, M.D.

Associate Anesthesiologist

Lily G. Tabbal, M.D.

Assistant Anesthesiologists

Joseph Bayes, M.D.
Brian D. Blondin, M.D.
Agata A. Boland, M.D.
Maria M. Bortkiewicz, M.D.
Nancy L. Gessner, M.D.
Adrian Gollas, M.D.
Artem Grush, M.D.
Lauren G. Lookner, M.D.
Ilya Malikin, M.D.
Bil L. Ragan, M.D.
Anthony M. Sordillo, M.D.
Vivian Toney, M.D.
Peng Xiao, M.D.
Xiangwei Zhang, M.D., Acting Clinical Director

Active Staff (Part-time)

Diane L. Chen, M.D.
John V. Donlon, Jr., M.D.
Rebecca J. Leong, M.D.
Janine T. Rodrigues-Saldanha, M.D.
Gabriele F. Troll, M.D.

MEDICAL UNIT

Chief of Medical Unit

Robert A. Hughes, M.D.

Medical Unit Staff

Paveljit Bindra, M.D.
Diana Brainard, M.D.
Andy Chan, M.D.
Carol Ehrlich, M.D.
Robert Hughes, M.D.
Reshma Kewalramani, M.D.
Benjamin Leder, M.D.
Herbert Lin, M.D.
James List, M.D.
Peter Linde, M.D.
Gerard Nau, M.D.
Amanda Peppercorn, M.D.
Allan Pineda, M.D.
Stanley Shaw, M.D.
Jordan Shin, M.D.
Karen Smirnakis, M.D.
Ravi Thadhani, M.D.
Jon Von Visger, M.D.
Jatin Vyas, M.D.
Ramnik J. Xavier, M.D.

Infectious Disease Service

Marlene L. Durand, M.D.

DEPARTMENT OF OPHTHALMOLOGY

Active Staff

Acting Chief of Ophthalmology

Evangelos S. Gragoudas, M.D. (Until 9/30/03)

Chief of Ophthalmology

Joan W. Miller, M.D. (Effective 10/03)

Associate Chiefs of Ophthalmology

Dimitri T. Azar, M.D.
Donald J. D'Amico, M.D.
John I. Loewenstein, M.D.
Demetrios Vavvas, M.D.

Surgeons in Ophthalmology

Ann M. Bajart, M.D.
Eliot L. Berson, M.D.
Gary E. Borodic, M.D.
Robert J. Brockhurst, M.D.
Sheldon M. Buzney, M.D.
Donald J. D'Amico, M.D.
Claes H. Dohlman, M.D.
Thaddeus P. Dryja, M.D.
Elliot M. Finkelstein, M.D.
Richard P. Floyd, M.D.
C. Stephen Foster, M.D.
Anthony J. Fraioli, M.D.
Robert A. Gorn, M.D.
Evangelos S. Gragoudas, M.D.
Arthur S. Grove, M.D.
Tatsuo Hirose, M.D.
Mohandas M. Kini, M.D., Ph.D.
Joel A. Kraut, M.D.
Arnold J. Kroll, M.D.
Deborah P. Langston, M.D.
James R. Lee, M.D.
Simmons Lessell, M.D.
John I. Loewenstein, M.D.
Peter L. Lou, M.D.
Joan W. Miller, M.D.
Shizuo Mukai, M.D.
Edward B. Murphy, Jr., M.D.
Ronald C. Pruett, M.D.
Edward A. Ryan, M.D.
Delia N. Sang, M.D.
Johanna M. Seddon, M.D.
Roger F. Steinert, M.D.
David S. Walton, M.D.
John J. Weiter, M.D., Ph.D.
Michael S. Wiedman, M.D.
Lucy H. Y. Young, M.D., Ph.D.

Associate Surgeons

Paul Arrigg, M.D.
Dimitri T. Azar, M.D.
Don C. Bienfang, M.D.
Romeo Chang, M.D.
Eugene C. Ciccarelli, M.D.
Reza Dana, M.D., M.P.H.
Alexander R. Gaudio, M.D.
Andrew J. Gillies, M.D.
Edward F. Goodman, M.D.
Cynthia L. Grosskreutz, M.D., Ph.D.
David S. Hutchison, M.D.
Kevin J. Kaufman, M.D., Ph.D.
Mark A. Latina, M.D.
Robert A. Lytle, M.D.
Louis R. Pasquale, M.D.
David G. Perkins, M.D.
Roberto Pineda II, M.D.
Michael K. Pinnolis, M.D.
Joseph F. Rizzo III, M.D.
James W. Rosenberg, M.D.
Peter A. D. Rubin, M.D.
Francis Sutula, M.D.
Jonathan H. Talamo, M.D.
Daniel J. Townsend, M.D.
Gloria Wu, M.D.

Assistant Surgeons

Maida P. Antigua, M.D.
Jorge G. Arroyo, M.D.
Nathalie F. Azar, M.D.
Kathryn Colby, M.D., Ph.D.
Macie Finkelstein, M.D.
Evan B. Gold, M.D.
Paul L. Gunderson, M.D.
Bonnie An Henderson, M.D.
Mark S. Hughes, M.D.
David G. Lotufo, M.D.
Steven M. Patalano, M.D.
Vincent J. Patalano II, M.D.
Claudia U. Richter, M.D.
David M. Tracy, M.D.
Richard S. Weinhaus, M.D.
Susan Wong, M.D.

Assistants in Ophthalmology

Milhim Aswad, M.D.
Eugenio Candal, M.D.
Cindy W. Chao, M.D.
Sherleen Chen, M.D.
Teresa C. Chen, M.D.
Sandra L. Cremers, M.D.
Mark Dacey, M.D.
Elizabeth Daher, M.D.
Miriam Dougherty, M.D.
David E. Eisenberg, M.D.
Aaron M. Fay, M.D.
Laura Fine, M.D.
Matthew Gardiner, M.D.
Debra Lynn Halpern, M.D.
Jo-Ann E. Haney-Tilton, M.D.
Jeffrey Heier, M.D.
Deborah S. Jacobs, M.D.
Sandeep Jain, M.D.
Ivana Kim, M.D.
Mark C. Kuperwaser, M.D.
Marc Leibole, M.D.
Richard Low, M.D.
Raymond Magauran, M.D.

John Mandeville, M.D.
Mary Jane McCarron, M.D.
Margaret McLaughlin, M.D.
Samir Melki, M.D.
Mei Mellott, M.D.
Michael G. Morley, M.D.
Sarwat Salim, M.D.
Kimberly Sippel, M.D.
Neal G. Snebold, M.D.
William Stinson, M.D.
Jeffrey L. Taveras, M.D.
Janey Lee Wiggs, M.D., Ph.D.

Associate Staff

Surgeons

Harry E. Braconier, M.D.
Stephen J. Fricker, M.D.
Kenneth R. Kenyon, M.D.
J. Wallace McMeel, M.D.
Felipe I. Tolentino, M.D.
Clement Trempe, M.D.

Associate Surgeons

Richard Dallow, M.D.
Howard Marton, M.D.
Bradford Shingleton, M.D.

Assistant Surgeons

Richard H. Feit, M.D.
David Z. Greenseid, M.D.
Ernest Kornmehl, M.D.
Donald W. Putnoi, M.D
Jill A. Smith, M.D.
Richard Weinhaus, M.D.

Assistants in Ophthalmology

Frederick C. Armbruster, M.D.
Tad D. Baum, M.D.
Paul E. Beade, M.D.
Stephen Belmonte, M.D.
Jean-Bernard Charles, M.D.
Kenneth Chern, M.D.
John B. Constantine, M.D.
Robert J. D'Amato, M.D., Ph.D.
C. Douglas Evans, M.D.
Bradley Foster, M.D.
Bruce J. Gillers, M.D.
David Guyette, M.D.
Mami Iwamoto, M.D.
Daniel Laby, M.D.
Robert Lacy, M.D.
Kameran Lashkari, M.D.
Dale Oates, M.D.
Peter Rapoza, M.D.
Thomas C. Smith, M.D.
William M. Tang, M.D.
Lois M. Townshend, M.D.
Kuldip K. Vaid, M.D.
Paul J. Wasson, M.D.
Lawrence E. Weene, M.D.

Courtesy Staff

Surgeons

A. Robert Bellows, M.D.
Albert R. Frederick, Jr., M.D.
B. Thomas Hutchinson, M.D.

Associate Surgeons

Frank G. Berson, M.D.
Chester J. Boulris, M.D.
Michael Chang, M.D.
Ralph H. Hinckley, M.D.
Brent Lambert, M.D.
Robert A. Petersen, M.D.
Perry Rosenthal, M.D.
Trexler Topping, M.D.
Clement Trempe, M.D.

Assistant Surgeons

Mark B. Abelson, M.D.
Claudia A. Arrigg, M.D.
C. Davis Belcher III, M.D.
Jeffrey P. Gilbard, M.D.
Eric Johnson, M.D.
Jay Kaufman, M.D.
Ernst J. Meyer, M.D.
Leon L. Remis, M.D.

Assistants in Ophthalmology

Jules L. Baum, M.D.
Michael J. Bradbury, M.D.
Joseph F. Burke, M.D.
Jerome Catalino, M.D.
Richard A. Dornfeld, M.D.
Jay S. Duker, M.D.
Deborah S. Eappen, M.D.
Bishara Faris, M.D.
Edward Feinberg, M.D.
George T. Frangieh, M.D.
Jeffrey Gallo, M.D.
David S. Gendelman, M.D.
Kweku Ghartey, M.D.
Wilson Horsley, M.D.
Nabil I. Jarudi, M.D.
John Khadem, M.D.
Eddie Kadrmas, M.D.
Mandi Z. Kunen, M.D.
Vicki Kvedar, M.D.
Joseph J. Levy, M.D.
Shelley G. McKee, M.D.
Mehul C. Mehta, M.D.
M. Lisa McHam, M.D.

GRAND OPENING OF PARKS PICU CELEBRATED

In September, a reception was held to honor Infirmary Trustee Carol Sawyer Parks for her generous contribution of the Carol Sawyer Parks Pediatric Intermediate Care Unit. Located on the Infirmary's 10th floor, the Unit is intended to provide intermediate care to medical and surgical patients on a 24-hour basis. Individuals receive care from nurses who have been given advanced instruction in patient monitoring and management of critical cases and emergencies.

Pictured at the reception is Carol Sawyer Parks, holding her grandson, Savian Parks-Tejeda, and Michaela Davis, a Carol Sawyer Parks Pediatric Care Unit patient (right).

Clifford M. Michaelson, M.D.
Timothy J. Murtha, M.D.
Steven A. Nielsen, M.D.
Michael Piacentini, M.D.
Michael J. Price, M.D.
Michael B. Raizman, M.D.
Lawrence I. Rand, M.D.
Elias Reichel, M.D.
Martin Richler, M.D.
Deborah Schlossman, M.D.
Sabera T. Shah, M.D.
Sarkis H. Soukiasian, M.D.
Ernest A. Sutcliffe, M.D.
Gerald Tanguilig, M.D.
John V. Thomas, M.D.
Stewart J. Turner, M.D.
James Umlas, M.D.
George A. Violin, M.D.
Lawrence Weene, M.D.
Stephen A. Youngwirth, M.D.
Deborah E. Zuckerman, M.D.

Emeritus Staff

Surgeons

Jack F. Bowers, M.D.
Thomas P. Cronin, M.D.
George Garcia, M.D.
John R. Gehring, M.D.
Eeva-Liisa Martola, M.D.
George Olive, M.D.
Charles L. Schepens, M.D.
John G. Sebestyen, M.D.
Richard J. Simmons, M.D.

Associate Surgeons

Philip J. Harris, M.D.
Roland Houle, M.D.

Assistant Surgeons

Robert Kinder, M.D.
Peter B. Mooney, M.D.
Arthur Morrissey, M.D.

Assistants in Ophthalmology

Firmon E. Hardenbergh, M.D.
Bernard Schwartz, M.D., Ph.D.

REACHING FOR THE STARS

The 17th annual Reynolds Society Dinner, held on Nov. 7 at the Fairmont Copley Plaza, Boston, inspired guests to overcome insurmountable challenges and to reach for their dreams. Award recipients Eric Weihenmayer, Joseph Michon, Jr., M.D., and Betsy Wilson, M.S., provided a glimpse into their extraordinary lives and encouraging words to live by. Named for Edward Reynolds, M.D., co-founder of the Infirmary, the Reynolds Society honors friends who contribute $2,000 or more to the Infirmary in a given year. The Reynolds Society Achievement Award recognizes those individuals who have overcome the loss of vision, hearing or speech or whose contributions have enabled people challenged with loss of vision, hearing and speech to lead more active lives. Guests also heard from Emcee Natalie Jacobson, WCVB-TV, Channel 5, Infirmary President Curt Smith, and George J. Rabstejnek, Chairman of the Board. The 18th Annual Reynolds Society Dinner will be held on Friday, Nov. 5 at the Fairmont Copley Plaza.

Pictured above from left to right: Betsy Wilson, M.S., Eric Weihenmayer, Natalie Jacobson, Joseph Michon, Jr., M.D., and George J. Rabstejnek.

Honorary Staff

Senior Honorary Surgeon

Irving L. Pavlo, M.D.

Surgeons

Ephraim Friedman, M.D.

Alfred W. Scott, M.D.

Associate Surgeons

John M. Carroll, M.D.

Paul F. Vinger, M.D.

Assistants in Ophthalmology

Robert B. Cook, M.D.

Consulting Staff

Associate Surgeons

Lloyd M. Aiello, M.D.

Richard Robb, M.D.

Assistant Surgeon

David Miller, M.D.

Assistant Staff

Assistants in Ophthalmology

Omar Ahmad, M.D.

Scott Barnes, M.D.

Adam Beck, M.D.

Puwat Charukamnoetkanok, M.D.

John Choi, M.D.

John Christoforidis, M.D.

Joseph Coney, M.D.

Nicoletta Fynn-Thompson, M.D.

Supriya Goyal, M.D.

Vikas Gulati, M.D.

Mark Hatton, M.D.

Alla Hynes, M.D.

Rama Jager, M.D.

Jonathan Kim, M.D.

Rubin Kim, M.D.

Sean Koh, M.D.

Douglas Kohl, M.D.

Erik Letko, M.D.

Carol Ling, M.D.

Joseph Ma, M.D.

Mehmet Cem Mocan, M.D.

James Pasternack, M.D.

Antony Poothullil, M.D.

Mark Rosenblatt, M.D.

Jason Rothman, M.D.

Lisa Schocket, M.D.

Atul Sharma, M.D.

Lucia Sobrin, M.D.

Jennifer Sun, M.D.

Nigel Timothy, M.D.

Patricia Tsai, M.D.

Tara Young, M.D.

Jing Cheng Zhao, M.D.

Residents

Nisha Acharya, M.D.

Christine Ament, M.D.

Christopher Andreoli, M.D.

Fina Canas Barouch, M.D.

Stacey Brauner, M.D.

Cynthia Chiu, M.D.

Laura Green, M.D.

Jenny Hong, M.D.

Murat Kalayoglu, M.D., Ph.D.

Mitesh Kapadia, M.D.

Bilal Khan, M.D.

Eva Kim, M.D.

Szilard Kiss, M.D.

Carolyn Kloek, M.D.

Lily Koo, M.D.

Mark Melson, M.D.

Michael Singer, M.D.

Rishi Singh, M.D.

Rafael Ufret-Vincenty, M.D.

Nadia Waheed, M.D.

Torsten Wiegand, M.D.

Paul Yates, M.D.

Research Appointments

Research Associates

Meredithe L. Applebury, Ph.D.

Vadim Y. Arshavsky, Ph.D.

Oleg Bulgakov, Ph.D.

Yassine Daoud

Margaret DeAngelis, Ph.D.

Martin Glosmann, Ph.D.

Quanhua He, Ph.D.

Tomoki Isayama, Ph.D.

Kristy Kenyon, Ph.D.

Yonghai Li, Ph.D.

Polina Lishko, Ph.D.

Xiao-qing Liu, Ph.D.

Clint L. Makino, Ph.D.

Jarema Malicki, Ph.D.

Kirill Martemyanov, Ph.D.

Francesca Pignoni, Ph.D.

Swati Ranade, Ph.D.

Carlo Rivolta, Ph.D.

Michael A. Sandberg, Ph.D.

Maxim Sokolov, Ph.D.

Jun Yang, Ph.D.

Hongwei Zhang, Ph.D.

Yun Zhao, Ph.D.

Research Fellows

Babak Ahmadi, M.D.

Muna Ahmed, M.D.

Elena Albe, M.D.

Sofia Androudi, M.D.

Deisy Bula, M.D.
Fabio Casanova, M.D.
Varintorn Chuckpaiwong, M.D.
Joseph Ciolino, M.D.
Francisco Damico, M.D.
Wei Huang, M.D.
Dayse de Sena, M.D.
Eirini Iliaki, M.D.
Joel A. Javier, M.D.
Sissy Kafkala, M.D.
Akihisa Matsubara, M.D.
Sandra Montezuma, M.D.
Toru Nakawaza, M.D.
Koji Nishiguchi, M.D.
Ian Paredes, M.D.
Keerati Pungapong, M.D.
Rama Rajagopal, M.D.
Ioannis Rigas, M.D.
Carlo Rivolta, M.D.
Mary Lillian Tocyap, M.D.
Francesco Viola, M.D.
Yuko Wada. M.D.
Yael Ben-Arie Weintrob, M.D.
Xiao-Hong Wen, M.D.
Shu I. Yeh, M.D.
Seung Young Yu, M.D.
Alice Yu, M.D.

Comprehensive Ophthalmology Service

Bonnie An Henderson, M.D., Director

Corneal & Refractive Surgery Service

Dimitri T. Azar, M.D., Director

Diabetic Retinopathy Service

Donald J. D'Amico, M.D., Director

Electroretinography Service

Eliot L. Berson, M.D., Director

Eye Emergency Service

Matthew Gardiner, M.D., Director

Epidemiology Unit

Johanna M. Seddon, M.D., Director

Eye Plastics and Orbital Surgery Service

Peter A.D. Rubin, M.D., Director

Glaucoma Consultation Service

Cynthia Grosskreutz, M.D., Ph.D., Co-Director
Louis R.Pasquale, M.D., Co-Director

Immunology-Uveitis Service

C. Stephen Foster, M.D., Director

Methuen Eye Center | Stoneham Eye Center

Sandeep Jain, M.D., Acting Director

Morse Laser Center

Evangelos S. Gragoudas, M.D., Director

Neuro-Ophthalmology Service

Simmons Lessell, M.D., Director

Ophthalmic Pathology

Thaddeus P. Dryja, M.D., Director

Pediatric Ophthalmology & Strabismus Service

Nathalie F. Azar, M.D., Director

Residency Training

John I. Loewenstein, M.D., Director

Retina Service

Evangelos S. Gragoudas, M.D., Director

Stoneham Eye Center

Sandeep Jain, M.D., Acting Director

Eye Trauma Service

Demetrios Vavvas, M.D., Director

Eye Virology Service

Deborah Pavan Langston, M.D., Director

Vision Rehabilitation Service

Joel A. Kraut, M.D., Director

Research Staff

Berman-Gund Laboratory for the Study of Retinal Degenerations

Eliot L. Berson, M.D., Director
Tiansen Li, Ph.D.
Michael A. Sandberg, Ph.D.

Howe Laboratory of Ophthalmology

Meredithe L. Applebury, Ph.D.
Vadim Y. Arshavsky, Ph.D.
Clint L. Makino, Ph.D.
Jarema Malicki, Ph.D.
Francesca Pignoni, Ph.D.
Janey Lee Wiggs, M.D., Ph.D.

Epidemiology Unit

Johanna M. Seddon, M.D., Director

Ocular Molecular Genetics Institute

Thaddeus P. Dryja, M.D., Director

Retina Research Institute

Evangelos S. Gragoudas, M.D., Co-Director
Joan W. Miller, M.D., Co-Director

DEPARTMENT OF OTOLARYNGOLOGY

Active Staff

Chief of Otolaryngology

Joseph B. Nadol, Jr., M.D.

Surgeons

Jose D. Angeles, M.D.
Barry J. Benjamin, M.D.
Yale J. Berry, M.D.
Jeffrey S. Brown, M.D.
Mack L. Cheney, M.D.
Michael J. Cunningham, M.D.
Pamela F. Diamond, M.D.
Roland D. Eavey, M.D.
Howard M. Ecker, M.D.
A. Greer Edwards, M.D.
Richard L. Fabian, M.D.
Peter N. Friedensohn, M.D.
Richard E. Gliklich, M.D.
Richard Hillel, M.D.
Edward E. Jacobs, M.D.
Parviz Janfaza, M.D.
Robert M. Kiskaddon, M.D.
Paul Konowitz, M.D.
Robert H. Lofgren, M.D.
Lawrence J. Mambrino, M.D.
Michael J. McKenna, ,M.D.
Saumil N. Merchant, M.D.
Ralph B. Metson, M.D.
William W. Montgomery, M.D.
(Deceased 11/03)
Joseph B. Nadol, Jr., M.D.
David E. Nash, M.D.
H. Gregory Ota, M.D.
Dennis S. Poe, M.D.
Steven D. Rauch, M.D.
Edward J. Reardon, M.D.
Salah D. Salman, M.D.
Mark A. Varvares, M.D.
Michael A. Williams, M.D.
Steven M. Zeitels, M.D.

Associate Surgeons

Samir M. Bhatt, M.D.
Nicolas Y. BuSaba, M.D.
Victor Calcaterra, M.D.
Leila A. Mankarious, M.D.
Charles M. Norris, M.D.
Gregory W. Randolph, M.D.
Mark S. Volk, M.D.

Associate Neurologist

Stephen W. Parker, M.D.

Assistant Surgeons

David M. Bowling, M.D.
Jean M. Bruch, M.D.
Daniel G. Deschler, M.D.
Robert W. Jyung, M.D.
George Kazda, M.D.
David A. Kieff, M.D.
John B. Lazor, M.D.
Leonard B. Miller, M.D. (plastics)
James A. Rocco, M.D., Ph.D.
Mark F. Rounds, M.D.
Eric H. Stein, M.D.

Assistants in Otolaryngology

Ramon A. Franco, M.D.
K. Holly Gallivan, M.D.
Theresa A. Hadlock, M.D.
Christopher J. Hartnick, M.D.
Eric H. Holbrook, M.D.
John K. Jarboe, M.D.

Pathologist

Ben Z. Pilch, M.D.

Assistant Pathologist

William Faquin, M.D.

Consultant in Dermatologic Surgery

Jessica Fewkes, M.D.

Consultant in Neurology

Robert A. Levine, M.D.

Consultant in Otoneurology

Richard F. Lewis, M.D.

Associate Staff

Associate Surgeons

Ivo P. Janecka, M.D. (LOA)
Arthur M. Lauretano, M.D.
Trevor J. McGill, M.D.
Jo Shapiro, M.D.
J. Nicholas Vandemoer, M.D.
David M. Vernick, M.D.

Assistant Surgeons

Neil Bhattacharyya, M.D.
Bjorn Bie, M.D.
Robert A. Frankenthaler, M.D.

Assistants in Otolaryngology

Min S. Ahn, M.D.
Ramsey Alsarraf, M.D. (plastics)
Richard A. Bartlett, M.D. (plastics)
David S. Caradonna, M.D.
Daryl G. Colden, M.D.
Seth H. Dailey, M.D.
Randall D. Gaz, M.D.
Peter E. Gee, M.D. (plastics)
Sapideh Gilani, M.D.
Laura A. Goguen, M.D.
Harsha V. Gopal, M.D.
Alex Grilli, M.D.
Jonathan A. Hall, M.D. (plastics)
Daniel J. Lee, M.D.
Richard E. Mugge, M.D.
Roger C. Nuss, M.D.
Pratik Pradhan, M.D.
Jeffrey C. Roach, M.D.
Jonathan Schuster, M.D. (plastics)
Sheldon Sevinor, M.D. (plastics)
Noah S. Siegel, M.D.

All patients receive specialized care while at the Infirmary. Asenet Craffey, R.N., checks on Jose Jasmani Zambrano, a patient from Ecuador, while Infirmary President Curt Smith pays a visit. Mr. Zambrano received life-altering reconstructive surgeries that will help him lead a more productive life. His treatment was made possible through the generosity of many individual and organizations, including the Ray Tye Medical Aid Foundation.

Feodor Ung, M.D.
Jonathan Winograd, M.D. (plastics)
Molly S. Zirkle, M.D.

Consultant in Allergy and Immunology
Johnson Wong, M.D.

Consultant in Dermatologic Surgery
Oon T. Tan, M.D.

Consultant in Maxillofacial Prosthetics
Matthew J. Jackson, M.D.

Consultant in Neurosurgery
Robert Ojemann, M.D.

Consultant in Pain Management
Martin Acquadro, M.D.

Consultants in Hyperbaric Medicine
Jeffrey A. Blair, M.D.
Alasdair K. Conn, M.D.
Raghavendra Kulkarni, M.D.
David A. Peak, M.D.
Robert L. Sheridan, M.D.
Stephen H. Thomas, M.D.

Consultants in Oral/Maxillofacial Surgery
John Buehler, M.D., D.M.D.
Leonard B. Kaban, M.D., D.M.D.
David Keith, M.D., D.M.D.
C. Randy Todd, M.D., D.M.D.
Willie L. Stephens, D.D.S.

Consulting Staff

Consultant in Allergy and Immunology
Richard A. Moscicki, M.D.

Consultant in Radiation Oncology
Paul G. McKeough, M.D.

Courtesy Staff

Surgeons
Thomas R. Klein, M.D.

Associate Surgeons
Peter S. Ambrus, M.D.
Bruce R. Gordon, M.D.
Ely A. Kirschner, M.D.

Assistant Surgeons
Fred G. Arrigg, M.D.
Stuart H. Bentkover, M.D.
Thomas A. Chasse, M.D.
Pamela D. Dana, M.D.
Edward Donovan, M.D.
Terry J. Garfinkle, M.D.
Usama S. Hamdan, M.D.
James P. Hughes, M.D.
Ralph A. Iannuzzi, M.D.
Charles J. Leidner, M.D.
Jon B. Liland, M.D. (LOA)
Richard A. Moss, M.D.
Joseph H. Oyer, M.D.
Kathryn A. Ryan, M.D.
Jonathon S. Sillman, M.D.
Stephen A. Smith, M.D.
H. Dennis Snyder, M.D.

Assistants in Otolaryngology
Seema Byahatti, M.D.
Jane R. Clark, M.D.
James L. Demetroulakos, M.D.
Maynard C. Hansen, M.D.
Craig A. Jones, M.D.
William S. Postal, M.D.
Russell S. Shu, M.D.
Robert A. Stern, M.D.

Consultants in Oral/Maxillofacial Surgery
Meredith August, M.D., D.M.D.
Carol Lorente, D.M.D.
Bonnie Padwa, M.D., D.M.D.
Joseph Wilkes, M.D., D.M.D.

Honorary Staff

Surgeons
Edward J. Glinski, M.D.
C. Edward Jackson, M.D.
Roy A. Johnson, M.D.
Robert E. Klotz, M.D.
John M. Kurkjian, M.D.
Thomas A. Mulvaney, M.D.

Associate Surgeon
William G. Lavelle, M.D.
Alfred D. Weiss, M.D. (Neurology)

Emeritus Staff

Surgeons
Robert H. Freedman, M.D.
William L. Hayden, M.D.
Alfred L. Hurst, M.D.
Donald A. Keamy, M.D.
Joseph A. Moretti, M.D.
David L. Pierce, M.D.
John C. Trakas, M.D.

Senior Consulting Surgeon
J. Charles Drooker, M.D.

Research Fellows
Thongchai Bhongmakapat, M.D.
Kuo-Ping Chang, M.D.
Eduardo Corrales, M.D.
Wangsong Gong, B.S
Csilla Haburcakova, Ph.D.
Hideki Mutai, Ph.D.
Dipti Kamani, M.D.
Syed Kamil, M.D.
Gabor Keresztes, Ph.D.
Aayesha M. Khan, M.D.
Huawei Li, Ph.D.
Thongchai Luxameechanporn, M.D.
Brian Manning, Ph.D.
Hideko Nakajima, M.D.
Yamileth Nicolau, M.D.
Sukyung Park, Ph.D.
Jennifer Shin, M.D.
Konstantina Stankovic, M.D., Ph.D.
Mitsuru Sugawara, M.D.
Chitsuda Wacarasindhu, M.D.
Yongyuth Wasinwong, M.D.
Karen Watters, M.D.
Andreas Zehnder, M.D.

Clinical Fellows
Babak Azizzadeh, M.D.
James A. Burns, M.D.
Syed Kamil, M.D.
Anthony A. Mikulec, M.D.
Beatriz Silveira, M.D.
Raj Sindwani, M.D.

Residents
Carlos Ayala, M.D.
Jeannie Chung, M.D.
Ronald de Venecia, M.D., Ph.D.
Kevin S. Emerick, M.D.
Adele Y. Evans, M.D.
Frank Fechner, M.D.
Stacey Gray, M.D.
David A. Lewis, M.D.
Derrick Lin, M.D.
Ritvik P. Mehta, M.D.
Vijay Nayak, M.D.
L. Mike Nayak, M.D.
Anh Nguyen-Huynh, M.D., Ph.D.
Vicente Resto, M.D., Ph.D.
Michael B. Rho, M.D.
W. Matthew White, M.D.

Services

Audiological Services
Sharon Kujawa, Ph.D., Director

Auditory Evoked Response
Joseph B. Nadol, Jr., M.D., Medical Director

ENT Emergency Service
Mack L. Cheney, M.D., Director

Facial Plastics and Reconstructive Surgery Service
Mack L. Cheney, M.D., Director

General Otolaryngology
Gregory W. Randolph, M.D., Director

Head and Neck Surgical Oncology Service
Richard L. Fabian, M.D., Director

Hyperbaric Oxygen Unit
Richard L. Fabian, M.D., Director

Intermediate Care Unit
Richard L. Fabian, M.D., Director

Jenks Vestibular Diagnostic Laboratory
Richard E. Lewis, M.D., Medical Director

Laryngology Service
Steven M. Zeitels, M.D., Director

MGH/MEEI Cranial Base Center
Joseph B. Nadol, Jr., M.D., Co-Medical Director

Medical Student Education
Steven D. Rauch, M.D., Coordinator
Daniel G. Deschler, M.D., Associate Coordinator

Otolaryngologic Pathology Service
Ben Z. Pilch, M.D., Director

Otology Service
Joseph B. Nadol, Jr., M.D., Director

Pediatric Otolaryngology Service
Roland D. Eavey, M.D., Director

Sinus Center
Salah D. Salman, M.D., Director

Voice and Speech Laboratory
Robert Hillman, Ph.D., Director
Steven M. Zeitels, M.D., Medical Director

Walk-In Service
Gregory W. Randolph, M.D., Director

Research Staff Amelia Peabody Otoimmunochemistry Laboratory
Joe C. Adams, Ph.D., Director

Audiology
Chris Halpin, Ph.D.
Barbara S. Hermann, Ph.D.

Clinical Outcomes Research Unit
Richard E. Gliklich, M.D., Director

Cochlear Implant Research Laboratory
Donald K. Eddington, Ph.D., Director
Darlene Ketten, Ph.D.
Joseph Tierney, S.M.

Eaton-Peabody Laboratory of Auditory Physiology
M. Charles Liberman, Ph.D., Director
Louis Braida, Ph.D.
M. Christian Brown, Ph.D.
Peter Cariani, Ph.D.
Steven Colburn, Ph.D.

Dr. Montgomery

Dr. Momose

IN MEMORIUM

The Infirmary mourned the loss of four physicians in 2003. A true "giant" in the field of laryngology and otolaryngology, William W. Montgomery, M.D., "Monty," as we called him, passed away on Nov. 7 at the age of 80. Dr. Montgomery was a pioneer in throat surgery, a much-beloved physician, and a wonderful friend. John Irwin, M.D., who was instrumental in establishing the Eaton-Peabody Laboratory, died on May 12. Dr. Irwin joined the medical staff of the Infirmary in the late 1950s and was an active clinician and researcher until his retirement in 1982. Kiyokazu "Jack" Momose, M.D., a good friend and loyal member of the Radiology staff, died on March 16. Dr. Momose joined the Radiology staff, working on a part-time basis, in 1973. Sumner Liebman, M.D., a well-respected ophthalmologist and former Saturday Chief at the Infirmary, died on Nov. 20. Dr. Liebman retired in 1988. Our thoughts and prayers are with the friends and families of these of these four remarkable individuals; we will miss them very much.

Bertrand Delgutte, Ph.D.
Dennis M. Freeman, Ph.D.
Lawrence S. Frishkopf, Ph.D.
Barbara C. Fullerton, Ph.D.
John J. Guinan, Ph.D.
Monica Hawley, Ph.D.
Stefan Heller, Ph.D.
Tai Lin, Ph.D.
Stephane Maison, Ph.D.
Jennifer R. Melcher, Ph.D.
William T. Peake, Ph.D.
John J. Rosowski, Ph.D.
Christopher Shera, Ph.D.
Mark Tramo, M.D., Ph.D.
Thomas F. Weiss, Ph.D.
Lionel Zupan, Ph.D.
F. Ishmael Stefanov-Wagner, Research Support Engineer
David A. Steffens, Research Support Engineer

Neurochemistry Unit
Edmund R. Mroz, Jr., Ph.D.
William F. Sewell, Ph.D.

Electron Microscopy Laboratory
Charles M. Liberman, Ph.D., Director

Jenks Vestibular Lab
Conrad Wall,III, Ph.D., Director

Jenks Vestibular Physiology Lab
Daniel M. Merfeld, Ph.D., Director

Mosher Laryngology Research Laboratory
James B. Kobler, Ph.D., Director
James Heaton, Ph.D.

Otopathology Laboratory
Saumil N. Merchant, M.D., Director
Clarinda C. Northrop

National Temporal Bone, Hearing and Balance Pathology Resource Registry
Saumil Merchant, M.D., Co-Director
Joseph B. Nadol, Jr., M.D., Co-Director

Voice and Speech Laboratory
Robert Hillman, Ph.D., Director
Ann McLean-Muse, Ph.D.

FRIENDS OF THE MASSACHUSETTS EYE AND EAR INFIRMARY

Jane Denis, President
Hilda Jabbour, Vice President
Carole Clark, Secretary and Treasurer

DEPARTMENT OF RADIOLOGY

Active Staff

Chief of Radiology
Hugh D. Curtin, M.D.

Radiologists
Hugh D. Curtin, M.D.
Kiyokazu (Jack) Momose, M.D. (Deceased 3/03)
Paul A. Caruso, M.D.

Assistant in Radiology
Kenneth R. Davis, M.D.
James M. Debnam, M.D.
Michael H. Lev, M.D.
James D. Rabinov, M.D.
Sandra P. Rincon, MD
Laura Vitale Romo, M.D.
Pamela W. Schaefer, M.D.

Associate Staff
Associate Radiologist
R. Gilberto Gonzalez, M.D.

Emeritus Staff
Consultant in Radiotherapy
Milford Schulz, M.D.

Consulting Staff
Clinical Associate in Radiology
Jeanne D. Keller, M.D.

Clinical Associate in Radiology
Herman D. Suit, M.D.
Chiu-Chen Wang, M.D.

ADMINISTRATION

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F. Curtis Smith

General Counsel
Barbara F. Katz

Vice President for Human Resources
Christine Regan

Vice President for Finance
Peter J. Chinetti

Senior Vice President
for Patient Services
Carol Covell, R.N., M.S.
Vice President for Development
and Public Affairs
Bruce Jordan
Vice President for Business
Development
Lisa Putukian
Administrative Director for
Ophthalmology
Karen Smith
Chief Information Officer
Anne Fitzgerald
Administrative Officer for Otolaryngology
Jean MacQuiddy
Chief Facilities Planning Officer
Robert Biggio
Director of Research Administration
Elayn Byron

TRUSTEES

(As of Jan. 6, 2003)

1951 Melville Chapin
1965 Mrs. John Lowell,
Honorary
1967 William F. Spang
1967 Monte J. Wallace
1971 Mrs. Robert C. Meisel
1972 Matthew J. Burns
1972 Mrs. William P. Ellison
1973 J. Frank Gerrity
1973 Robert T.P. Storer, Jr.
1973 Frederick G.P. Thorne
1974 Bruce A. Beal
1977 Sandra Carnegie Steele
1979 William H. Claflin, IV
1979 Mrs. Ernest J. Sargeant
1979 Ann Sargent
1980 Thomas M. Reardon
1981 Joseph Auerbach
1981 John C. Kane, Jr.
1982 Jonathan M. Keyes
1983 Ephraim Friedman, M.D.
1983 John F. Palmer
1984 Sheldon A. Buckler, Ph.D.
1984 Richard A. MacKinnon
1984 George J. Rabstejnek
1985 Karen K. Chandor
1985 John Dowling, Ph.D.
1985 Mrs. Bruce Silver
1986 George Berkowitz
1986 Alexander A. Bernhard
1986 James S. Cook, Emeritus
1986 Diane E. Kaneb
1986 Peter S. Lynch
1986 Malcolm L. Sherman
1987 Winthrop G. Minot
1988 William H. Darling, C.P.A.
1988 John O'Sullivan Francis
1988 Charles F. Kiefer, III
1988 William E. Roman
1988 Kenneth R. Rossano
1989 Alan J. Dalby
1989 William G. Lavelle, M.D.
1989 J. Louis Newell, Jr.
1991 Professor Elliott L. Atamian
1991 W. Gerald Austen, M.D.
1991 Rufus L. Grason
1991 James F. Sullivan, Sr.
1993 Lucille Batal
1993 Claes H. Dohlman, M.D.
1994 Yu Sing Jung
1994 Loretta McLaughlin
1994 Ruth Z. Nadol
1994 Milton J. Benjamin, Jr.
1995 Vivian C. Beard
1995 Paul J. Donahue
1995 Joseph W. Haley
1995 Mary E. Kearney
1995 Charles H. Kouyoumjian
1995 Patricia McGovern
1995 Wayne D. Mackie
1995 David W. Scudder
1996 William F. Allen, Jr.
1996 Mrs. W. Dixie Reynolds Doreau,
Honorary
1996 James F. Gerrity, III
1996 Anil Khosla
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The Campaign for the Harold F. Schuknecht Professorship of Otology and Laryngology

A campaign to fund a Professorship of Otology and Larynology has been launched in honor of Harold F. Schuknecht, M.D., one of the Infirmary's great physicians, teachers and leaders in otolaryngology. Dr. Schuknecht was Chief of Otolaryngology at the Infirmary from 1961 to 1984. He is remembered as a pioneer of surgical innovations, founder of the Infirmary's acclaimed temporal bone registry and teacher of hundreds of physicians. The Harold F. Schuknecht Professorship of Otology and Laryngology will be endowed at Harvard Medical School, permanently based at the Massachusetts Eye and Ear Infirmary.

The Infirmary gives special thanks to the following friends and alumni who have generously supported the Schuknecht professorship*. If you would like to join them in paying tribute to Dr. Schuknecht by making a gift, please contact Melissa Paul in the Development Office at 617-573-4168.

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Unrestricted giving allows the Infirmary to respond flexibly to immediate priorities. To encourage unrestricted philanthropy at the leadership level, the Infirmary has established a special recognition group within the Reynolds Society known as The 1824 Circle. Membership is reserved for friends who give $10,000 or more on an unrestricted basis during the fiscal year. The Infirmary thanks the following 1824 Circle members for their gifts made October 1, 2002 through September 30, 2003.

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Ken Savino, Manager of Food Services, and Ethel Hargrove, Function Coordinator, give new meaning to the phrase 'service with a smile.' These caring employees give of themselves every day through their positive attitude, thoughtfulness and exceptional culinary skills.

THE ANNIE SULLIVAN SOCIETY

The Annie Sullivan Society honors and recognizes the many thoughtful and generous individuals who have named the Massachusetts Eye and Ear Infirmary in their wills, planned gifts or estate plans.

BECOME A MIRACLE WORKER

Your legacy, of whatever size, is critically important in helping the Massachusetts Eye and Ear Infirmary provide the finest care to patients with disorders of the eyes, ears, nose, throat, head and neck. With your help, we will continue to improve the training, and expand the research, that one day may prevent those diseases or cure them entirely.

By joining the Annie Sullivan Society, you will enjoy:

- **An annual members reception;**
- **A subscription to the Society's newsletter, featuring current news of the Infirmary and information on financial planning;**
- **The satisfaction of knowing that you are helping to work "miracles" in the lives of those who live with the loss of vision, hearing, speech or balance.**

You may designate a specific purpose for your estate plan gift to the Massachusetts Eye and Ear Infirmary. Depending on your interests, you may support patient care, research or training in ophthalmology or otolaryngology, or make an unrestricted gift that will enable the Infirmary to allocate the funds where they are most needed at the time they are received. You may also choose to establish your own named fund with a minimum gift of $25,000.

For more information about the Annie Sullivan Society, contact Melissa Paul, Director of Major Gifts, at 617-573-4168.

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INFIRMARY FRIENDS OPEN THEIR HEARTS AND HOME

In August, Infirmary Trustee Carol Horvitz and her husband, Jeffrey, hosted a reception in their beautiful home on the water in Beverly Farms, Mass. The evening was attended by more than 70 guests who heard M. Charles Liberman, Ph.D., describe the latest in hearing research at the Infirmary. The evening was highlighted by guided tours of the Horvitz's impressive collections of 16th, 17th and 18th century French old masters paintings and drawings and Asian art.

Shown at the reception (from left to right): George J. Rabstejnek, Joseph B. Nadol, Jr., M.D., M. Charles Liberman, Ph.D., and Carol and Jeffrey Horvitz.

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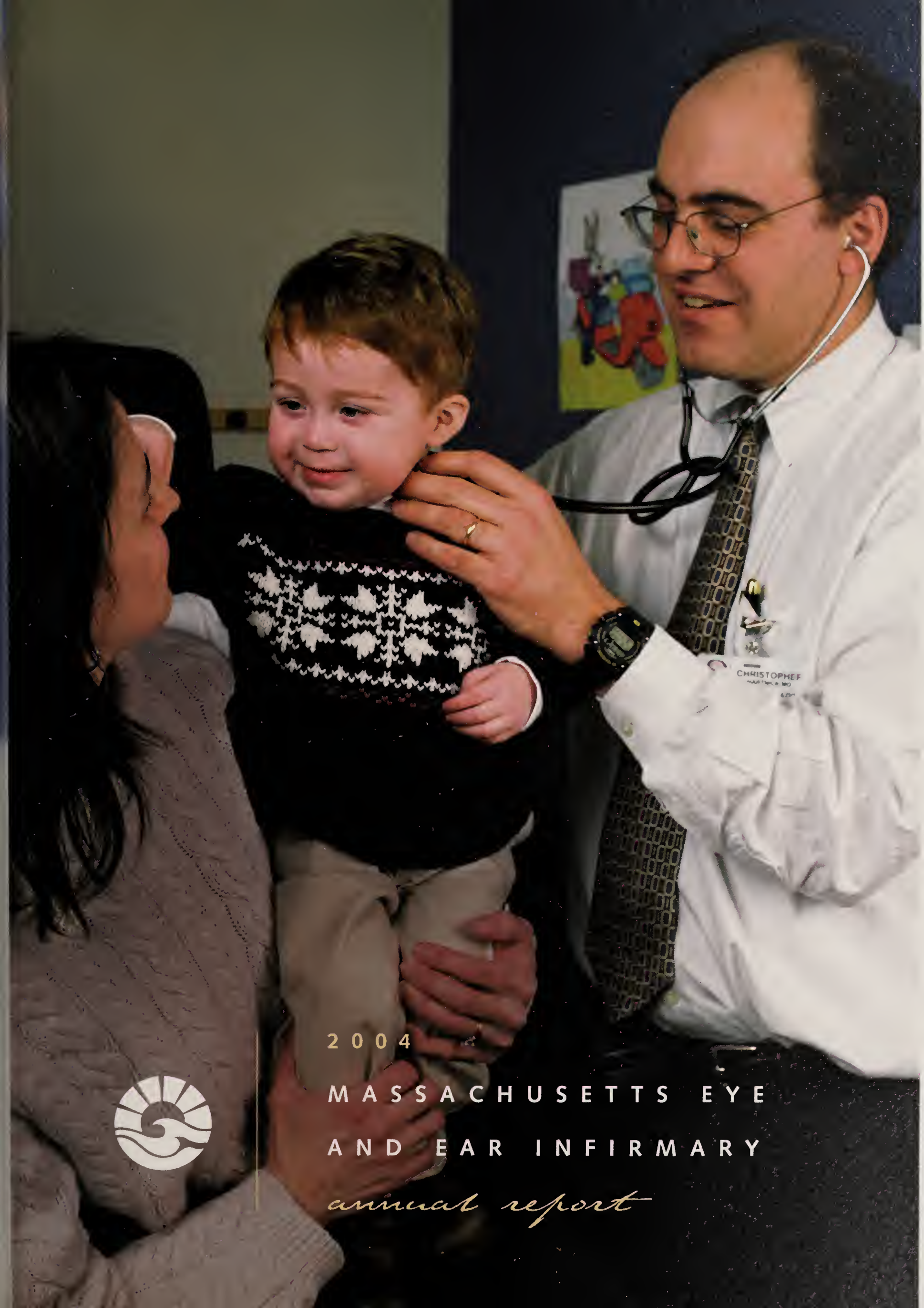


2004

MASSACHUSETTS EYE AND EAR INFIRMARY

annual report

IN MEMORIUM

It is with joy and sadness that we dedicate the 2004 Annual Report to three beloved members of the Infirmary family who recently passed away: Melville Chapin, J. Frank Gerrity, II, and Joel A. Kraut, M.D.

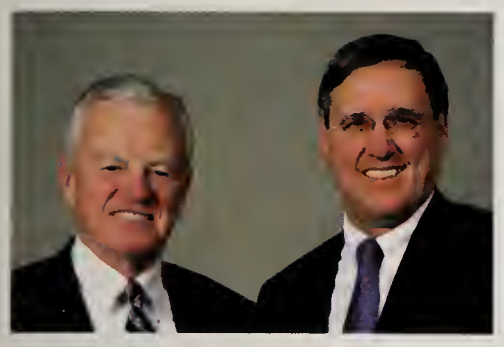
Mr. Chapin, the Infirmary's longest serving Trustee and Director Emeritus, was elected a Trustee in 1951. He was later elected to the Board, where he served with distinction as Chairman for more than 10 years. During that time, he chaired the Infirmary's Building Campaign, which raised the funds to build the 15-story tower that we know today as the Infirmary. Mr. Chapin's dedication, wisdom, vision and leadership advanced the Infirmary's mission and won the affection, respect and gratitude of the Infirmary family.

Elected a Trustee in 1973, **Mr. Gerrity** served as Treasurer of the Board of Directors from 1981 to 1988 and was active on many committees. His sense of humor, leadership and wisdom helped to make the Infirmary the superb hospital it is today and touched the hearts of those who worked with and knew him.

Dr. Kraut, founder of the Vision Rehabilitation Center, was the consummate physician. A devoted clinician and tireless teacher, Dr. Kraut started vision rehabilitation with one cart of magnifying tools and helped the Center become a model for similar services throughout the world. He was role model and mentor to many individuals in the field, as well as a skilled surgeon.

Our thoughts and prayers are with the friends and families of these three remarkable individuals who brought us so much; we will miss them very much.

on the cover: *Christopher Hartnick, M.D., Co-director of the Pediatric Airway, Swallowing and Voice Center, examines Jack Woodward as mother Gisele Woodward looks on. Dr. Hartnick helped little Jack overcome his medical problems so he can lead a healthy life. This unique Center, which is a collaborative effort between the Massachusetts Eye and Ear Infirmary and the Massachusetts General Hospital for Children, was developed to provide seamless care across multiple medical sub-specialties including pediatric otolaryngology, gastroenterology and pulmonology, as well as for the full range of diagnostic testing services.*



George Rabstejnek (left) and Curt Smith (right).

report of the PRESIDENT AND CHAIRMAN

This year, the Infirmary embarked on a journey to define what will be necessary to make the hospital the finest institution of its kind, worldwide, for the next 5 to 10 years. Through the efforts of the Chiefs and the Operations Group, we examined patient volume forecasts, considered research opportunities, evaluated medical record needs, and assessed the risks associated with growth. The Board of Directors held a retreat in April 2004 to consider a plan to achieve our goal. Their endorsement of a strategic plan will enable us to continue leading the way in developing the best in effective and safe treatments and in preparing the Infirmary to effectively help those who need us most. In addition, the Board approved an ambitious capital campaign to implement the elements of the plan, which include the following:

- **Building additional exam pods, procedure rooms and offices to recruit additional physicians to meet growing patient demand.**
- **Building a new Centers for Surgical Care, providing an efficiently designed environment for patient care.**
- **Improving patient safety, clinical efficiency and communication among caregivers by developing an electronic medical record system, upgrading the anesthesia monitoring system, and developing total perioperative automation.**
- **Establishing endowments to subsidize care for the poor.**
- **Establishing professorships and other endowments, such as for fellows, to free more time for the medical faculty to teach and perform research.**
- **Expanding basic and clinical research activities, which include establishing new laboratories to focus new scientific knowledge on curing diseases in our specialties.**
- **Increasing unrestricted endowment to provide the maximum flexibility to direct funds to the specific area where they can have the greatest impact on the mission at any given time.**

With the strategic plan outlined, and the capital campaign approved, the achievements of fiscal year 2004 will serve as a springboard toward future successes. The first phase of construction, outlined in the strategic plan, began in the Fall of 2004 and includes consolidation of the seventh floor kitchen and cafeteria areas and enclosure of the courtyard space. This construction will create approximately 5,550 square feet of space,

which will be used for the relocation of administrative and support areas that stand in the way of clinical program expansion on the first and second floors. Next, construction will begin on a new, eight-room pediatric Otolaryngology exam suite and two new testing booths for Audiology. The first floor Ophthalmology clinics will be expanded with construction of a new eight-room pediatric outpatient exam suite. When complete, we will have renovated more than 30,000 square feet of the Infirmary campus and expanded clinical facilities in Otolaryngology and Ophthalmology to accommodate growth. The project will construct 3,600 square feet of new space split between floors eight and nine, which will be left as unfinished space to accommodate future expansion programs.

THE YEAR IN REVIEW

This year, the Infirmary instituted a number of new programs that have enhanced patient care, improved our working environment, expanded our research activity, and maintained fiscal accountability, while providing the highest quality of care for our patients.

MEDICAL STAFF EXCELLENCE

The Infirmary's success this year would not have been possible without the excellence of our medical staff and the leadership of Salvatore Basta, M.D., Chief of Anesthesia; Joan W. Miller, M.D., Chief of Ophthalmology; Joseph B. Nadol, Jr., M.D., Chief of Otolaryngology; Hugh Curtin, M.D., Chief of Radiology; and Robert Hughes, M.D., Chief of the Medical Unit. Their vision, dedication and skillful management enable the Infirmary to be the exceptional hospital that it is today. We had the following additions to our medical staff in 2004: Mary Beth Cunnane, M.D., as a neuro-radiologist; Derrick Lin, M.D., as a head and neck oncologist; and Maynard C. Hansen, M.D., as a pediatric otolaryngologist in the West Suburban Satellite Center. There were the following promotions: Daniel Deschler, M.D., F.A.C.S., was named director of the head and neck oncology service following Richard L. Fabian, M.D.'s, retirement; George Kazda, M.D., was appointed director of the Emergency Department Otolaryngology Services; Gregory Randolph, M.D., was appointed director of the new Thyroid and Parathyroid Surgery Service; and Ramon Franco, M.D., was appointed acting director of Laryngology.

ENHANCING PATIENT CARE

The Board of Directors approved the formation of the new Pediatric Airway, Swallowing and Voice Center, co-directed by Christopher Hartnick, M.D., M.Ph., of MEEI and Stephen Hardy, M.D., and Kenan Haver, M.D., both of the MGH. This Center, located on the second floor of the Infirmary, focuses on children with congenital or acquired disorders of the aerodigestive tract that may affect their ability to eat, breathe or speak. We redesigned Central Registration in the lobby to create a better first impression of the Infirmary and to improve functionality and design of the work areas to facilitate prompt service and smoother patient flow. Under the leadership of Carol Covell, Senior Vice President for Patient Services, the CQI team on Improving the Environment for the Visually and Auditory Impaired Patient, developed a video for orientation and continuing education of all staff. We are happy to report that we are in full compliance with the JCAHO National Patient Safety Goals, including 2005 goals. And finally, the Infirmary's Web site was

Anesthesiologist Ping Xiao, M.D., is assisted by Paula Buchanan, R.N., in the Operating Room. The Infirmary's anesthesia team members are known for their commitment to caring and their ability to apply their technical knowledge and skills to each person's individual needs, from the smallest pediatric patient to our oldest geriatric patient.

campaign steering committee sets course for success

The Infirmary is poised on the threshold of a quantum leap to even better, safer, more efficient patient care through the discovery of new diagnostic tests and treatments, the complete redesign and expansion of our surgical facilities, and endowments that will enable our physicians and scientists to devote more time and thought to their leadership roles in our specialties. This quantum leap will be significantly supported by the largest capital campaign in the Infirmary's history, and led by a Campaign Steering Committee that has begun meeting. Chaired by Directors Bill Darling, Lily Bentas and Shaun Levesque (pictured above, from left to right), the Campaign Steering Committee is made up of Directors George Rabstejnek, Diane Kaneb, Mike Ervolini and Fred Thorne, good Infirmary friend Sam Fleming, Drs. Joseph Nadol and Joan Miller, and Curt Smith. Planning for the campaign is progressing well in the very capable hands of these leaders.

redesigned to provide easier access to important information and to be more visually appealing.

RESEARCH ACTIVITY

The clinical and basic research environment at the Infirmary is robust, having a funding base of approximately $25 million. The research funding portfolio is quite diversified and reflects the high caliber of creative and innovative scientific work being carried out by Infirmary scientists and clinicians. The Infirmary was the recipient of a large, multi-center, clinical trial funded by NIH, under the direction of Steven Rauch, M.D., to study Sudden Sensory Hearing Loss. In addition, Reza Dana, M.D., was awarded a K12 grant from NIH. This award, the Harvard-Vision Clinical Scientist Development Program, will offer customized learning, research and development opportunities to individuals who have recently completed their training and desire to further their training to become independent clinician scientists. Many other individuals, too numerous to name, received grants this year for their important work and were published in the prestigious journals and the lay press. Our researchers and our postdoctoral fellows were also generously supported by many foundations, such as the Massachusetts Lions, Foundation Fighting Blindness, Knights Templar, the Medical Foundation, Glaucoma Foundation, and the Deafness Research Foundation. During the past year, five patents were issued to the Infirmary. In addition, the Patent Committee reviewed 22 Invention Disclosures and voted to pursue patent protection for 16 inventions. Elayn Byron, the Director of Research Administration, resigned in December 2004 after a six-year tenure, and a search is underway for her successor.

MEDICAL EDUCATION

The Infirmary celebrated the addition of two new Harvard Medical School Professors this year. David S. Walton, M.D., a pediatrician, pediatric ophthalmologist and glaucoma specialist, was promoted to Clinical Professor of Ophthalmology. Roland Eavey, M.D., Director of Pediatric Otolaryngology, was promoted to Professor of Otology and Laryngology.

STAFF DEVELOPMENT

This year we welcomed the following managers: Janet Cohan, Administrative Manager, Ophthalmology; Lisa Creighton, Manager, Human Resources; and Sarah George, Epidemiologist.

FINANCIAL NEWS

The Infirmary achieved most of its financial goals this year. While we were hit with larger-than-anticipated expenses in some areas, particularly employee fringe benefits, our revenues grew enough to offset them. Patient revenue grew due to increases in payments from some of our larger payors, and non-patient revenue grew due to increases in royalty payments on our intellectual property, which is an increasingly important revenue stream for the Infirmary. In addition, we have continued to improve our ability to collect the revenue we have earned. We once again achieved all of our revenue cycle goals and our accounts receivables are now down to only 43 days, a figure that puts us in the company of the best performing hospitals in the country. We are pleased to report that the Infirmary achieved its budget goal for the year. In addition, the Foundation saw a substantial increase in unrestricted bequests and donations. The Foundation also had substantial realized gains on investment transactions this year. We are expecting the Foundation results to improve by over $2 million as compared to last fiscal year, which is very good news indeed.

INFORMATION SERVICES

The Infirmary continues to invest substantial financial and human resources into improving its use of information technology throughout the institution. This year we implemented a major upgrade to the clinical laboratory system, installed a new payment verification system for the Infirmary, initiated an Intranet site for administrative and informational needs, and converted most of our billing systems to comply with requirements of the Health Insurance Portability and Accountability Act (HIPAA). We have also devoted substantial time and energy to evaluating options for the acquisition of an electronic medical records system and begun discussions on requirements for a total perioperative system to automate the processing of information throughout a patient's surgical encounter at the Infirmary. Our commitment to improving our information systems remains strong. Anne Fitzgerald, our Chief Information Officer for six years, left the Infirmary in June. Richard Mason was appointed to the CIO position in January. We are confident that Mr. Mason, who comes to us from Partners Healthcare's Information Systems group, will help us to continue to achieve great things in this important area.

DEVELOPMENT REPORT

Philanthropy to the Infirmary was strong this year, with a final total of $9,979,000, a small improvement over fiscal year 2003, and just under the $10 million goal.

Giving for a major new research effort in 'hair cell' biology surpassed its $4.2 million goal. Pledges completing the needed funding for new professorships

Carol Covell, R.N., M.S., Senior Vice President for Patient Services, and Salvatore Basta, M.D., Chief of Anesthesiology, are spearheading an effort to completely redesign and expand our surgical services to streamline, modernize and make them more efficient, expand the Infirmary's day surgery capabilities, and to enhance patient comfort. The proposed Centers for Surgical Care will meet the needs of patients far into the future.

in "hair cell" biology and retina were secured, new gifts augmented the Harold F. Schuknecht Professorship Fund, and new professorship fundraising efforts were initiated to establish professorships honoring Drs. Claes Dohlman and Evangelos Gragoudas. Membership in the Infirmary's donor recognition groups grew nicely. Highlights of fiscal year 2004 include the following major gifts, planned gifts, grants and bequests.

- **Two bequest expectancies totaling $3,150,000 by an anonymous friend, including funding for a professorship in retina;**
- **An unrestricted bequest totaling more than $1,674,000 from Trustee Sue Hilles;**
- **Two pledges totaling almost $1,200,000 from Jim Wiggins for hair cell and stem cell hearing research;**
- **An additional $250,000 gift from Louise Tillotson, also for hair cell and stem cell hearing research;**
- **A $250,000 planned gift from Trustee Suzanne Murray;**
- **A $175,000 grant from the Massachusetts Lions for eye research;**
- **$150,000 from Richard Siegal for Dr. Joseph Rizzo's retina chip R&D;**
- **An unrestricted bequest of $100,000 from the J. Frank Gerrity Trust; and**
- **An unrestricted $100,000 planned gift from Pat Marconi.**

The most significant Development activity during the year, however, was the planning and preparation done for a major comprehensive campaign to fund the Strategic Plan. This campaign will be instrumental to funding major advances in the Infirmary's mission in the years to come. Our thanks to Bruce Jordan and his development staff for all of their hard work.

COMMUNITY BENEFITS

The Infirmary continued its commitment to providing service to the community this year through a variety of projects. Audiology's Fourth Annual "Have You Heard" seminar was a great success. The Infirmary's Vision and Hearing Care Program expanded to care for an increased number of children at the Neighborhood House Charter School in Dorchester, Mass. This screening program is under the direction of Nathalie Azar, M.D., Director of the Pediatric Ophthalmology and Strabismus Service, and Ellen O'Neil, Sc.D., Associate Director of Audiology. We are proud of our Community Benefits activities and are always considering new ways to provide services to those who need our assistance.

BUSINESS DEVELOPMENT/ INTERNATIONAL PROGRAM/MARKETING

Under the direction of Lisa Putukian, Vice President for Business Development, and due to the inventions of our researchers and clinicians, the Infirmary received more than $1 million in royalties from various intellectual property transactions. Technology development milestones were met on a number of promising technologies, which include drug delivery devices to the back of the eye for retinal disorders and to the inner ear for chronic treatment regimes, an accommodating intraocular lens, and vestibular prostheses, which should position us well as we seek commercialization partners in the future. In the international arena, we successfully implemented contracts and programs to increase volumes from less distant locations such as

celebrating a milestone and saying "thanks"

A 1955 graduate of the Infirmary's Residency program in head and neck cancer, Dr. Arcadius H. Hakim celebrated the anniversary of his graduation by making a significant gift to the Department of Otolaryngology. "I fondly remember the time I spent at the Infirmary and the outstanding training I received there," he said. "It is because of that education that I was able to enjoy a life-long, successful career serving my patients. A gift on the occasion of the 50th anniversary of my graduation is my way of saying thank you."

The Infirmary is grateful to Dr. Hakim for his generosity. If you would like to make a gift in honor of a special occasion, please contact Helaine Silverman in the Development Office at (617) 573-3303.

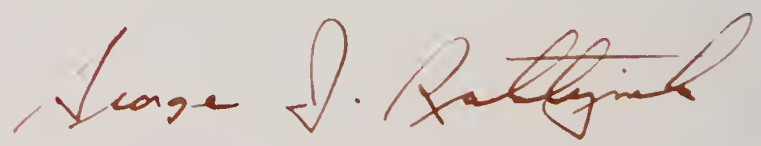
Canada and Bermuda. The Marketing Department implemented a number of integrated initiatives to broaden visibility and awareness of the Infirmary's full range of services and create opportunities for "cross-pollination." As a result of the dedicated and personal efforts of Trustees Norman Knight and Roberta Siegel, multiple public service announcements were aired on a large network of radio stations touting the Infirmary "brand" and the Norman Knight Hyperbaric Medicine Center.

IN CONCLUSION

The Infirmary continued to thrive in its 180th year, with great progress in the commitment to our mission to provide excellence in patient care, teaching and research. We believe that the close collaboration among the Board of Directors, the Chiefs, the Administration, the Nurses, and the Medical Staff has resulted in one of the most productive years in memory for the Infirmary, especially given the continuing challenges facing the healthcare environment. With the Strategic Plan in place, we are well positioned to move forward into a future that will make us the best hospital of our kind for years to come.

F. Curtis Smith

President



George W. Rabstejnek

Chairman

report of the CHIEF OF OPHTHALMOLOGY

I am pleased to share my pride in the accomplishments of the Ophthalmology Department and my hopes for the future as I reflect on my first year as Chief of Ophthalmology at the Infirmary and Chair of the Department for Harvard Medical School.

CLINICAL CARE

We experienced significant growth in Glaucoma, Comprehensive Ophthalmology (COS), Retina, Cornea and Oculoplastics. COS increased surgeries by 30 percent in the past year. The Refractive Surgery volume rebounded this past year with the addition of the newest technology, and laser surgeries, overall, increased by 10 percent. Ambulatory visits and related testing services continue to increase, with over 140,000 encounters, providing a stimulus to surgical activity and vital support to the financial health of MEEA and MEEI.

I would like to note changes in our medical staff: Dr. Ted Murphy retired in June from the COS, and an endowment has been initiated to fund a Directorship in his name. Under the directorship of Dr. Bonnie Henderson, COS is prospering and has grown with the recruitment of Dr. Mathew Gardiner as a full-time attending and Director of the Emergency Department. Dr. Melanie Kazlas joined the Pediatrics practice full-time and is seeing patients in Boston, Stoneham and Methuen and is screening pediatric patients at risk for retinopathy of prematurity at MGH. The Retina Service has been fortunate to have Dr. Ivana Kim, a talented vitreoretinal surgeon and specialist in macular degeneration, who has helped us deal with the departure of Dr. Jorge Arroyo to Beth Israel Hospital, and the impact of my reduced clinical time as I assumed my new role. Paulette Turco has ended her practice at the Vision Rehabilitation Center at the Infirmary after 25 years of devoted patient care. We mourn the death of Dr. Joel Kraut of Vision Rehabilitation, as well.

EDUCATION

In 2004 the ophthalmic residency program was renamed the Harvard Medical School Residency Program in Ophthalmology to better reflect the resident experience and recognize the important contributions of our Harvard affiliates, including Beth Israel Deaconess Medical Center, Boston V. A. Hospital, Brigham and Women's Hospital, Children's Hospital, Joslin Diabetes Center, Mass. General Hospital, and Schepens Eye Research Institute. Under Residency Director Dr. John Loewenstein, we have adapted our

curriculum and training schedules to reflect the new requirements from ACGME.

Ophthalmology Grand Rounds has been rejuvenated this year as a weekly forum for clinical education for physicians, researchers and trainees throughout the HMS community. Our visiting lecturer program was also active. In June 2004, the Department hosted its first Annual Meeting. This gathering of more than 220 participants provided a forum for sharing our achievements in research, clinical practice and academic professionalism. The meeting included presentations and the first annual Mariana Mead Lecture.

After serving as the Director of Medical Student Education from 1982-2004 and as Director of Residency Training from 1982-1992, Dr. Frank Berson stepped down and was honored at the 2004 graduation ceremony for his years of dedicated service. Dr. Simmons Lessell succeeds Dr. Berson and working with Dr. Debbie Jacobs at the BIDMC, has enthusiastically accepted the Dean's challenge to all departments to engage more of the faculty in direct teaching time with medical students.

RESEARCH

An exciting new initiative was realized this year through a 5-year, $4.5 million grant from the National Eye Institute to implement the Harvard Department of Ophthalmology Mentored Clinical Scientist Development Program, under the direction of Dr. Reza Dana. The program will host 2 candidates per year in a 4-year program of training and mentored research working with investigators throughout the department. It will allow us to recruit, mentor and retain as junior faculty, a cohort of exceptional clinical scientists who will enhance our research and clinical efforts in the decades ahead.

Investment in research faculty and programs has been rewarded with several important breakthroughs that have been published this year, including work in age-related macular degeneration, inflammatory eye disease, retinitis pigmentosa, and the development of new models for studying eye disease and its treatment. No summary of our research efforts would be complete without special thanks to the many generous donors who fund so many vital projects — individuals and families, and foundations including the Foundation Fighting Blindness, The Glaucoma Foundation, Inc., Knights Templar Eye Foundation, the Macular Vision Research Foundation, Massachusetts Lions Eye Research and International Lions Eye Research, Research to Prevent Blindness and the Ruth and Milton Steinback Fund, Inc.

I would like to acknowledge several people who have been honored with awards and promotions that reflect our success as a department. Dr. David Walton, internationally renowned for his work in pediatric glaucoma, was promoted to Clinical Professor of Ophthalmology. Dr. Claes Dohlman, our senior cornea specialist, was inducted into the Ophthalmology Hall of Fame. Dr. Evangelos Gragoudas, Director of the Retina Service, received the Arnall Patz medal of the Macula Society, awarded only when a truly worthy recipient is identified. I was honored to receive the John Milton McLean Medal, given annually to one ophthalmologist worldwide, from the Weill College of Medicine of Cornell University. COS practitioner Dr. Sandra Cremers

was awarded the 2004 Massachusetts Eye and Ear Infirmary Fellowship from the 50th Anniversary Scholars in Medicine Program of Harvard Medical School. The American Academy of Ophthalmology (AAO) named MEEI-affiliated Dr. Elliot M. Finkelstein a Guest of Honor at its October meeting in New Orleans, and Senior Achievement Awards were given to Drs. Dimitri T. Azar, Director of the Cornea & Refractive Surgery Service at MEEI and to Ernest W. Kornmehl, a Boston community practitioner and MEEI alumnus.

Our success as a department would not be possible without the support of our dedicated administrators and staff whose efforts support the tri-fold mission of the department: clinical care, research and education. We are also indebted to the Board of Directors, as well as trustees and the friends of the Infirmary. I would also like to acknowledge the outstanding stewardship of Dr. Evangelos Gragoudas preceding me as Acting Chief and Chair. His capable leadership allowed me to inherit a department already possessed of a strong clinical faculty, impressive research program, and a commitment to education and training.

As I begin my second year in this role, I look forward to further advances in all aspects of the department. The opportunity to serve as Chief and Chair of the Ophthalmology Department remains a true privilege.

Joan W. Miller

Joan W. Miller, M.D.

Chief of Ophthalmology

helping others hear

Jim Wiggins' personal experience with tinnitus (ringing of the ears) led to his empathy for others suffering from more severe forms of the condition, as well as hearing problems in general. His excitement in learning about stem cell research for hearing regeneration, currently underway by Dr. Stefan Heller and Dr. Albert Edge of the Infirmary, opened philanthropic doors for Mr. Wiggins to pledge the amount needed to complete a multi-year, $4.2 million campaign to fund the James Wiggins Professorship. Such generosity has allowed for the construction of a cell biology laboratory for the study of "hair cell" regeneration and protection. Additionally, Mr. Wiggins committed funds to support a new stem cell research fellow who will work with Drs. Albert Edge and Huawei Li. We are very grateful for the generous support of Mr. Wiggins.

report of the CHIEF OF OTOLARYNGOLOGY

The mission of the Department of Otolaryngology is to provide the best possible care for patients with disorders that affect the ear, nose, throat, head and neck regions; to conduct clinical and basic research; and to participate in the education and training of future health care and research professionals. There was significant activity in all areas this year.

GENERAL OTOLARYNGOLOGY SERVICE

Under the direction of Dr. Gregory Randolph, the service's subspecialty areas of interest include disorders of smell and taste, nose and sinuses, sleep apnea, and thyroid and parathyroid surgery. Dr. Jean Bruch is authoring a book on oral pathology and is involved in the Center for Medical Simulation at Harvard. Dr. Randolph created a new division of Thyroid and Parathyroid Surgery this year and welcomed his first fellow. Dr. Eric Holbrook wrote a chapter on smell and chemical exposure for *Current Opinion in Otolaryngology Head and Neck Surgery*.

HEAD AND NECK SURGICAL ONCOLOGY SERVICE

Dr. Richard Fabian, who served as the Director of the Division of Head and Neck Surgical Oncology, has retired from medicine. Dr. Daniel G. Deschler assumed the role as director and plans an additional recruitment that will add to the research base of the division. He is also Acting Director of the Norman Knight Hyperbaric Medicine Center and is formulating plans to not only increase this clinical service, but also to generate translational and clinical research.

Dr. James Rocco was successful in securing peer-reviewed funding for his research in the molecular basis of oncogenesis of head and neck squamous cell carcinoma, and for his work to use viral vectors in innovative medical treatment. We welcomed Dr. Derrick T. Lin to the division, who brings skills in skull base surgery and microvascular reconstruction.

LARYNGOLOGY DIVISION AND VOICE AND SPEECH LABORATORY

There is an ongoing search for a Professor and Chief of the Division of Laryngology, who will be supported by the Merriam-Montgomery Professorship. Dr. Ramon

Ruth Viscione, R.N., cares for Marjorie Dion on the 11th floor unit. Nurses at the Infirmary provide compassionate and top quality nursing care with the goal of restoring each patient to optimal health.

Franco serves as the Acting Director and has done a superb job of stabilizing and, in fact, of increasing clinical services. Dr. Glenn Bunting was appointed as Clinical Director of the Voice and Speech Laboratory. Under Dr. Franco's leadership, the "Boston Laryngology Society" was formed, including participation from the Infirmary, Children's Hospital, Lahey Clinic, BU, Tufts University and Brigham and Women's Hospital. Dr. Franco received funding from CIMIT for the support of a collaborative project entitled "Photochemical tissue bonding of laryngeal epithelium." Dr. Bunting completed a chapter entitled "Voice following Laryngeal Cancer Surgery: troubleshooting common problems after tracheoesophageal voice restoration," which was published in the *Otolaryngologic Clinics of North America*.

FACIAL PLASTICS AND RECONSTRUCTIVE SURGERY SERVICE

Under the direction of Dr. Mack Cheney, this division serves as a resource for both reconstructive surgery following ablative procedures in the head and neck and for facial cosmetic surgery. The Facial Nerve Center, under the direction of Dr. Tessa Hadlock, saw an increased number of patients regionally and internationally. Dr. Cheney was awarded the annual American Academy of Facial Plastic and Reconstructive Surgery Community Service Award for his Third World surgical mission work. The division continues its philanthropic partnership with the R.O.S.E. Fund. Dr. Jessica Fewkes continues her busy practice of dermatology and dermatologic surgery, including Moh's, within the Facial Plastics Center.

PEDIATRIC OTOLARYNGOLOGY SERVICE

Under the direction of Dr. Roland Eavey, this was the busiest division this year. Dr. Eavey continues an excellent collaboration with Dr. Seidman and together they have linked a gene for non-syndromic microtia and cloned a gene for Bjornstad syndrome. Dr. Eavey is also President of the Interamerican Association of Pediatric Otolaryngology and plans the next meeting in Santiago, Chile, in August 2005. Dr. Michael Cunningham serves as Chairperson on the Surgery Advisory Panel of the American Academy of Pediatrics, Chairperson of the Nominations Committee, and as Treasurer of the American Society of Pediatric Otolaryngology. He is also the Director of the Harvard/MEEI Residency Training Program in Otolaryngology. Dr. Christopher Hartnick has created the Pediatric Airway, Voice and Swallowing Center, which opened on September 1. In collaboration with pediatric pulmonary and gastroenterology units from MGH, the Center sees children with complex aerodigestive disorders. In addition, Dr. Hartnick and our research resident, Dr. Jennifer Shin, are editing a book entitled "Evidence Based Otolaryngology-Head and Neck Surgery." Dr. Leila Mankarious is funded by a K08 award from the NIH to study the regulation of tracheal development in a murine model.

OTOLOGY, NEUROTOLOGY, AUDIOLOGY, AND VESTIBULAR LABORATORY

Dr. Michael McKenna continues his research work in the molecular biology and pathogenesis of otosclerosis. In conjunction with Sharon Kujawa and William Sewell from the Infirmary, and with Draper Laboratories, he is involved in an effort to develop a drug delivery system for the ear. Dr. Saumil Merchant, in conjunction with Dr. John Rosowski, studied the mechanics of the middle ear and laser doppler vibrometry for differential diagnosis of conductive hearing loss. Dr. Steven Rauch

was awarded an NIH grant as PI to set up a clinical trial in the treatment of sudden hearing loss. All members of this division have funding through the National Institutes of Deafness and Other Communication Disorders and as such are members of a small group of 113 M.D.s nationally who are principal investigators.

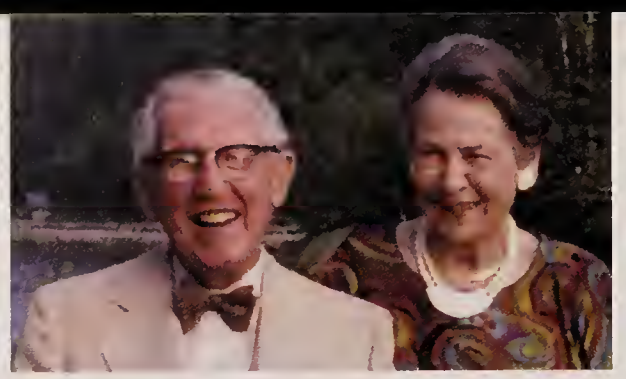
The Audiology Department, under the direction of Dr. Sharon Kujawa, provides an outstanding and comprehensive diagnostic and rehabilitative service to patients of all ages. It provides direct patient care at three clinical sites and intraoperative-evoked potential monitoring at both MGH and MEEI and performs or supervises newborn hearing screening at four area hospitals. Chris Halpin is a co-investigator on an NIDCD funded multi-center clinical trial on sudden hearing loss for which Steve Rauch is the PI. Dr. Barbara Herrmann is collaborating with Dr. Don Eddington on a project to characterize physiologic activation of the auditory system with electrical stimulation. Drs. Herrmann, Kujawa and Zhou are collaborating with Drs. Rauch and Guinan in a clinical evaluation of the efficacy of vestibular evoked myogenic potentials (VEMP). The Department sponsored a well-attended public forum that included lectures for the public by faculty from audiology, otology and the EPL.

Under the direction of Dan Merfeld, Ph.D., the Jenks Vestibular Physiology Laboratory received new funding, including a four-year NASA grant to achieve better understanding of how astronauts adapt when they are exposed to zero gravity. Dr. Lionel Zupan is the PI. Drs. Wall, Rauch, Merfeld and Lewis collaborated in a Keck-sponsored program for vestibular prostheses, both mechanical and electrical. The Cochlear Implant Research Laboratory, directed by Dr. Eddington, continues its focus on the efficacy of bilateral cochlear implants, localization and speech reception.

BASIC RESEARCH

During the year, the following were particularly noteworthy:

- **Dr. Jennifer Melcher and colleagues published in the "Journal of Neuroscience and Journal of Neurophysiology" the results of their studies using functional MRI in the investigation of how the brain processes external sound, providing insight into mechanisms of tinnitus.**
- **Dr. Saumil Merchant and Dr. Rosowski published in "Otology and Neurotology" the results of their study explaining how a pseudo-conductive hearing loss may arise from anomalies of the inner ear.**
- **Dr. M. Charles Liberman and Dr. Gabriel Corfas at Children's Hospital have identified a key molecular component in the signaling pathway between the cochlear nerve and the supporting cells of the inner ear.**
- **Dr. Stefan Heller and members of his laboratory have discovered a key molecular signal controlling the embryonic development of the inner ear.**
- **Grant support was secured for one of our Ph.D. graduate students, Dr. Fabio Thiers, from the National Organization for Hearing Research and the Hugh Hampton Young Fellowship from the Health Sciences and Technology Division at MIT. Dr. David O'Gorman was awarded a Zakhartchenko fellowship from HST. Dr. Stefan Heller, working with collaborators from France and Holland, was awarded a three-year grant**



investing in hearing research

Renovations began in late 2004 to build the Neil and Louise Tillotson Laboratory for Cell Biology of the Inner Ear, which will be home to the Infirmary's latest scientific recruits, Drs. Albert Edge and Huawei Li, who will focus their efforts on understanding early development of hair cells and creating cell therapies for regenerating hair cells to restore hearing. Mrs. Tillotson, who is a patient at the Infirmary, is excited by the cutting-edge research to better understand, treat and prevent hearing loss. We extend our sincere gratitude to Mrs. Tillotson for her generosity.

Above: The late Neil Tillotson with Louise Tillotson.

from the Human Frontiers in Science Program to study the regulation and molecular architecture of a family of ion channels.

- Dr. Chris Shera was promoted to Associate Professor in Otology and Laryngology at Harvard Medical School.
- Dr. Irina Sigalowsky, a graduate student working with Dr. Jennifer Melcher, received the Helen Carr Peake prize, sponsored by the Research Lab of Electronics at MIT.
- Dr. Heller presented the prestigious Franklin M. Rizer lecture at the annual meeting of the American Otological Society in New York, in which he summarized his work to develop cell-based therapies for sensorineural loss using progenitor cells derived from embryonic or adult stem cells.
- This year will see the commencement of construction of a new 2,500 square foot laboratory space. Under the direction of Stefan Heller, his colleague Dr. Albert Edge will pursue stem cell transplantation and Dr. Huawei Li, inner ear development.

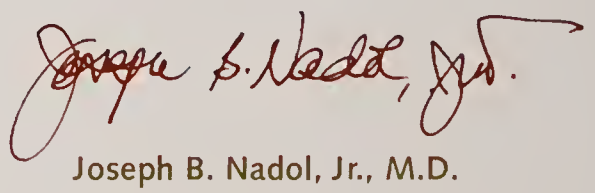
EDUCATIONAL MISSION

The Department continued its sponsorship of a combined residency training program in Otolaryngology Head and Neck Surgery. In FY 2004 the Department hosted 20 research fellows and 17 visiting colleagues from 12 countries.

PROFESSIONAL STAFF

Congratulations are in order for the promotion of Drs. Ralph Metson and Roland Eavey to the rank of Professor. We welcome as new members of the medical staff, Drs. Daniel DelVecchio, a general plastic surgeon, William Mason, and Jacqueline Reilly, otolaryngologists. Congratulations for promotion to senior teaching faculty to Drs. David Nash and Edward Reardon, Drs. Holly Gallivan for promotion to Assistant Surgeon, Jacqueline Reilly to Active Staff, and Mark Rounds to Associate Surgeon.

The Department is grateful to its patients, staff and to the Board of Directors of the Infirmary for their confidence, help and support for making this a successful year.



Joseph B. Nadol, Jr., M.D.

Chief of Otolaryngology

Teaching the medical specialists of tomorrow is an important part of the Infirmary's mission. Drs. Bonnie Henderson and John Loewenstein are doing their part to ensure medical residents have the tools and skills they need to provide the best care to their patients. They have developed an interactive, computer-based learning model to simulate cataract surgery to train ophthalmology residents. This project is funded in part by the Norman Knight Ophthalmology Legacy Fund.

FINANCIAL STATEMENTS

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet as of September 30, 2004

ASSETS

Current Assets	
Cash and Cash Equivalents	3,812,805
Assets Whose Use is Limited Under Indenture	
Agreement (Required for Current Liabilities)	1,171,293
Patient Accounts Receivable (Less Allowance	
for Doubtful Accounts $3,681,373)	14,590,080
Other Current Assets	5,296,396
Total Current Assets	**24,870,574**
Assets Whose Use Is Limited	
Funded Depreciation	- 0
Special Cash Reserves	10,028,145
Funds Held for Research	49,108
Under Indenture Agreement	4,364,682
Total Assets Whose Use is Limited	**14,441,935**
Investments	91,640,031
Pledges Receivable	1,507,519
Remainder Interest in Charitable Trusts	2,394,020
Beneficial Interest in Trust	15,493,147
Property, Plant & Equipment (Net of Depreciation	
of $137,822,614)	69,021,035
Other Assets	
Intangible Assets (Net of Amortization of $1,059,053)	428,623
Deposits	796,000
Intangible Pension Asset	- 0
Total Assets	**220,592,884**

LIABILITIES AND NET ASSETS

Current Liabilities	
Current Portion of Long-Term Debt and Capital Leases	3,721,337
Accounts Payable and Accrued Expenses	18,187,849
Accrued Interest	331,395
Estimated Settlements with Third Party Payors	2,582,774
Total Current Liabilities	**24,823,355**
Long-Term Debt, Less Current Portion	26,194,092
Accumulated Post-Retirement Benefit Obligation	366,623
Professional Liability Reserve	1,849,396
Accrued Pension Costs	7,395,826
Annuities and Unitrusts Payable	976,178
Total Liabilities	**61,605,470**
Net Assets	
Unrestricted for General Operations	45,427,094
Board Designated	26,443,452
Total Unrestricted Net Assets	**71,870,546**
Temporarily Restricted	39,057,749
Permanently Restricted	48,059,119
Total Net Assets	**158,987,414**
Total Liabilities and Net Assets	**220,592,884**

EMPLOYEE STARS

JANUARY

Rosaida Shkliew

Nursing

FEBRUARY

Richard Egginson

Accounting

MARCH

Gayle Golden

Social Services

APRIL

Greta Covino

Comprehensive Opth.

MAY

Bruce Geller

Former Dietary Volunteer

JUNE

Beth Grande

Nursing Administration

JULY

Marie Sanon

M&S

AUGUST

Esther Hinkson

Patient Accounts

SEPTEMBER

Gloria Brady

Nursing Administration

OCTOBER

Amy McCarthy

Nursing

NOVEMBER

Sharyn L. Ghiloni

MEEA Accounting

DECEMBER

Lorie Ward

Clinical Engineering

2004 ANNUAL REPORT

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FINANCIAL STATEMENTS

Foundation of the Massachusetts Eye and Ear Infirmary, Inc.

Combined Balance Sheet as of September 30 2004

NET PATIENT REVENUE	
Net Patient Service Revenue	115,263,404
OTHER OPERATING REVENUE	
(Including $20,489,853 from Research, Contributions and Grants)	38,089,742
Total Operating Revenue	**153,353,146**

OPERATING EXPENSES	
Patient Care and Clinical	98,422,539
General and Administrative	31,901,988
Research	22,088,801
Fundraising	1,124,963
Education	1,832,594
Total Operating Expenses	**155,370,885**
Deficit of Revenues over Expenses Before Prior Years' Reserves	(2,017,739)
Reduction of Prior Years' Reserves	156,411
Loss from Operations	(1,861,328)
Other Gains (Losses)	1,682,489
Deficit of Revenues Over Expenses	(178,839)
Other Support	1,252,234
Subtotal Increase in Unrestricted Net Assets	**1,073,395**
Adjustment for Minimum Pension Liability	33,232
Increase in Unrestricted Net Assets	**1,106,627**

In addition, the Foundation received the following restricted funds income: Gifts and Bequests	2,938,246
INVESTMENT INCOME:	
Interest and Dividends	(262,442)
Realized Losses on Investments	3,550,748
Unrealized Gains (Losses) on Investments	3,272,315
Gain (Loss) on Beneficial Interest in Trust	1,035,905

A copy of the audited financial statements is available upon request from the Office of Public Affairs, (617) 573-3340.

tions show steadfast support

The Infirmary remains deeply grateful to the Lions Clubs of Massachusetts for their very generous support of eye research. A check for $175,000 was presented to Dr. Joan Miller at an award ceremony in July 2004. The grant will enable 14 physicians and scientists to pursue a variety of innovative studies of eye disease using approaches such as genetics, molecular biology, analysis of surgical outcomes, and development of a retinal prosthesis, among others. Each year the Infirmary hosts members of the Lions Clubs for tours of the research laboratories.

Above: The Milford Lions learn a lesson in genetics from Heong Gon Yu, M.D., Ph.D.

2004 STATISTICS

Inpatient Hospital | 42 beds

DISCHARGES:

Eye Discharges	263
ENT Discharges	1,141
Total	**1,404**
Patient Days	4,672
Average Length of Stay	3.33

Surgical Procedures

INPATIENT SURGERY:

Eye Cases	227
ENT Cases	865
Total	**1,092**

AMBULATORY SURGERY:

Eye Cases	13,157
ENT Cases	6,941
Total	**20,098**
Total Surgical Procedures	**47,504**
Ambulatory Surgical Cases Utilizing Observation Service	2,996

Outpatient Department

OPHTHALMOLOGY:

General Eye	28,523
Glaucoma	19,721
Cornea	9,640
Retina	18,187
Immunology	9,164
Neuro-Ophthalmology	4,995
Pediatric Ophthalmology and Strabismus	4,038
Eye Plastic	4,378
Electroretinography	3,694
Vision Rehabiliation	2,506
Contact Lens	4,993
Methuen Center	2,251
Stoneham Center	1,585
Total	**113,675**

OTOLARYNGOLOGY:

Infirmary	43,153
Stoneham Center	12,720
Quincy Center	16,328
Wellesley Center	8,816
Total	81,017
Total Outpatient Visits	**194,692**

Emergency Room

Total Visits	23,888

Special Services

AUDIOLOGY DEPARTMENT:

Outpatient Visits	14,316
Hearing Aid Center	3,254
Evoked Response	1,276
Newborn Audiology Screenings	3,565

RADIOLOGY DEPARTMENT:

Conventional Exams	2,895
CT Scan	12,859
MRI	2,713

LABORATORIES:

Bacteriology (Cultures)	10,053
Clinical Lab (Procedures)	78,391
ENT Pathology (Specimens)	12,504
Eye Pathology (Specimens)	2,889
Frozen Section Laboratory	2,193
Electrocardiograms	3,864
Fluorescein Angiography	10,589
Occupational Therapy	2,757
Optical Shop	5,958
Ultrasonography	6,665
Vestibular Laboratory	5,257
Voice and Speech Laboratory	10,459
Hyberbaric Oxygen Treatments	3,974

MEDICAL STAFF

Department of Anesthesiology

Active Staff

Chief of Anesthesiology

Salvatore J. Basta, M.D.

Clinical Director

Joseph Bayes, M.D.

Director of the SurgiCenter

Peng Xiao, M.D.

Anesthesiologists

Malcolm J. Heslop, M.D.

Jin W. Kim, M.D.

Associate Anesthesiologists

Joseph Bayes, M.D.

Brian D. Blondin, M.D.

Nancy L. Gessner, M.D.

Rebecca J. Leong, M.D.

Anthony M. Sordillo, M.D.

Gabriele F. Troll, M.D.

Assistant Anesthesiologists

Maria M. Bortkiewicz, M.D.

Diane L. Chen, M.D.

Adrian Gollas, M.D.

Artem Grush, M.D.

Ilya Malikin, M.D.

Bil L. Ragan, M.D

Janine T. Rodrigues-Saldanha, M.D.

Lily G. Tabbal, M.D.

Medical Unit

Chief of Medical Unit

Robert A. Hughes, M.D.

Medical Unit Staff

Diana Brainard, M.D.

Samuel Brown, M.D.

Andy Chan, M.D.

Carol Ehrlich, M.D.

John Forman, M.D.

Robert Hughes, M.D.

Herbert Lin, M.D.

Alejandro Morales, M.D.

Siddhartha Mukherjee, M.D.

Alexander Morss, M.D.

Allan Pineda, M.D.

Ravi Thadhani, M.D.

Jatin Vyas, M.D.

Ramnik J. Xavier, M.D.

Infectious Disease Service

Irmgard Behlau, M.D.

Department of Ophthalmology

Chief of Ophthalmology

Joan W. Miller, M.D.

Associate Chiefs of Ophthalmology

Dimitri T. Azar, M.D.

Donald J. D'Amico, M.D.

John I. Loewenstein, M.D.

Fina Barouch, M.D.

Active Staff

Surgeons in Ophthalmology

Ann M. Bajart, M.D.

Eliot L. Berson, M.D.

Gary E. Borodic, M.D.

Robert J. Brockhurst, M.D.

Sheldon M. Buzney, M.D.

Romeo Chang, M.D.

Eugene C. Ciccarelli, M.D.

Donald J. D'Amico, M.D.

Claes H. Dohlman, M.D.

Thaddeus P. Dryja, M.D.

Elliot M. Finkelstein, M.D.

Richard P. Floyd, M.D.

C. Stephen Foster, M.D.

Anthony J. Fraioli, M.D.

Evangelos S. Gragoudas, M.D.

Arthur S. Grove, M.D.

Tatsuo Hirose, M.D.

Mark S. Hughes, M.D.

Mohandas M. Kini, M.D., Ph.D.

Arnold J. Kroll, M.D.

Deborah P. Langston, M.D.

James R. Lee, M.D.

Simmons Lessell, M.D.

John I. Loewenstein, M.D.

Peter L. Lou, M.D.

Joan W. Miller, M.D.

Shizuo Mukai, M.D.

Ronald C. Pruett, M.D.

Peter A. D. Rubin, M.D.

Edward A. Ryan, M.D.

Delia N. Sang, M.D.

Johanna M. Seddon, M.D.

Jonathan H. Talamo, M.D.

Daniel J. Townsend, M.D.

David S. Walton, M.D.

John J. Weiter, M.D.,Ph.D.

Michael S. Wiedman, M.D.

Lucy H. Y. Young, M.D., Ph.D.

Associate Surgeons

Paul Arrigg, M.D.

Dimitri T. Azar, M.D.

Don C. Bienfang, M.D.

Reza Dana, M.D., M.P.H.

Alexander R. Gaudio, M.D.

Andrew J. Gillies, M.D.

Edward F. Goodman, M.D.

Cynthia L. Grosskreutz, M.D., Ph.D.

Bonnie An Henderson, M.D.

Kevin J. Kaufman, M.D., Ph.D.

Mark A. Latina, M.D.

Robert A. Lytle, M.D.

Louis R. Pasquale, M.D.

David G. Perkins, M.D.

Roberto Pineda II, M.D.

Michael K. Pinnolis, M.D.

Joseph F. Rizzo III, M.D.

Francis Sutula, M.D.

Susan Wong, M.D.

Gloria Wu, M.D.

Assistant Surgeons

Maida P. Antigua, M.D.

Jorge G. Arroyo, M.D.

Nathalie F. Azar, M.D.

Kathryn Colby, M.D., Ph.D.

Mark Dacey, M.D.

Elizabeth Daher, M.D.

Bradley Foster, M.D.

David G. Lotufo, M.D.

Richard Low, M.D.

Steven M. Patalano, M.D.

Vincent J. Patalano II, M.D.

Claudia U. Richter, M.D.

Neal G. Snebold, M.D.

David M. Tracy, M.D.

Richard S. Weinhaus, M.D.

Assistants in Ophthalmology

Fina Barouch, M.D.

Adam Beck, M.D.

Sherleen Chen, M.D.

Teresa C. Chen, M.D.

Sandra L. Cremers, M.D.

Miriam Dougherty, M.D.

David E. Eisenberg, M.D.

Aaron M. Fay, M.D.

Nicoletta Fynn-Thompson, M.D.

Matthew Gardiner, M.D.

Debra Lynn Halpern, M.D.

Jo-Ann E. Haney-Tilton, M.D.

Jeffrey Heier, M.D.

Mami Iwamoto, M.D.

Deborah S. Jacobs, M.D.

Sandeep Jain, M.D.

Ivana Kim, M.D.

Debra Kroll, M.D.

Mark C. Kuperwaser, M.D.

Daniel Laby, M.D.

Kameran Lashkari, M.D.

Carol Ling, M.D.

Raymond Magauran, M.D.

John Mandeville, M.D.

Mary Jane McCarron, M.D.

Margaret McLaughlin, M.D.

Samir Melki, M.D.

Mei Mellott, M.D.

Kambiz Neghaban, M.D.

Mahnaz Nouri, M.D.

Jason Rothman, M.D.

Sarwat Salim, M.D.

Kimberly Sippel, M.D.

Steven Stetson, M.D.

William Stinson, M.D.

Jeffrey L. Taveras, M.D.

Kailenn Tsao, M.D.

Janey Lee Wiggs, M.D., Ph.D.

Associate Staff

Surgeons

Harry E. Braconier, M.D.

Stephen J. Fricker, M.D.

Kenneth R. Kenyon, M.D.

Felipe I. Tolentino, M.D.

Clement Trempe, M.D.

Associate Surgeons

Richard Dallow, M.D.

Bradford Shingleton, M.D.

Assistant Surgeons

Macie Finkelstein, M.D.

Evan B. Gold, M.D.

David Z. Greenseid, M.D.

Paul L. Gunderson, M.D.

Ernest Kornmehl, M.D.

Donald W. Putnoi, M.D

Jill A. Smith, M.D.

Richard Weinhaus, M.D.

Assistants in Ophthalmology

Frederick C. Armbruster, M.D.

Paul E. Beade, M.D.

Eugenio Candal, M.D.

Cindy W. Chao, M.D.

Kenneth Chern, M.D.

John B. Constantine, M.D.

Robert J. D'Amato, M.D., Ph.D.

C. Douglas Evans, M.D.

Laura Fine, M.D.

Bradley Foster, M.D.

Bruce J. Gillers, M.D.

David Guyette, M.D.

Robert Lacy, M.D.

Marc Leibole, M.D.

M. Lisa McHam, M.D.

Michael G. Morley, M.D.

Peter Rapoza, M.D.

Thomas C. Smith, M.D.

William M. Tang, M.D.

Lois M. Townshend, M.D.

Kuldip K. Vaid, M.D.

Paul J. Wasson, M.D.

Lawrence E. Weene, M.D.

Courtesy Staff

Surgeons

A. Robert Bellows, M.D.

Albert R. Frederick Jr., M.D.

Robert A. Gorn, M.D.

B. Thomas Hutchinson, M.D.

J. Wallace McMeel, M.D.

Associate Surgeons

Frank G. Berson, M.D.

Michael Chang, M.D.

Ralph H. Hinckley, M.D.

Brent Lambert, M.D.

Howard Marton, M.D.

Robert A. Petersen, M.D.

James W. Rosenberg, M.D.

Perry Rosenthal, M.D.

Trexler Topping, M.D.

Clement Trempe, M.D.

Assistant Surgeons

Mark B. Abelson, M.D.

Claudia A. Arrigg, M.D.

C. Davis Belcher III, M.D.

Richard H. Feit, M.D.

Jeffrey P. Gilbard, M.D.

Jay Kaufman, M.D.

Ernst J. Meyer, M.D.

Leon L. Remis, M.D.

Assistants in Ophthalmology

Jules L. Baum, M.D.

Caroline Baumal, M.D.

Stephen Belmonte, M.D.

Michael J. Bradbury, M.D.

Joseph F. Burke, M.D.

Jerome Catalino, M.D.

Jay S. Duker, M.D.

Deborah S. Eappen, M.D.

Bishara Faris, M.D.

Edward Feinberg, M.D.

George T. Frangieh, M.D.

Jeffrey Gallo, M.D.

David S. Gendelman, M.D.

Kweku Ghartey, M.D.

David Gilbert, M.D.

Wilson Horsley, M.D.

Nabil I. Jarudi, M.D.

Eddie Kadrmas, M.D.

Mandi Z. Kunen, M.D.

Vicki Kvedar, M.D.

Joseph J. Levy, M.D.

Shelley G. McKee, M.D.

Mehul C. Mehta, M.D.

Clifford M. Michaelson, M.D.

Timothy J. Murtha, M.D.

Steven A. Nielsen, M.D.

Dale Oates, M.D.

Michael Piacentini, M.D.

Michael J. Price, M.D.

Michael B. Raizman, M.D.

Lawrence I. Rand, M.D.

Elias Reichel, M.D.

Martin Richler, M.D.

Deborah Schlossman, M.D.

Sabera T. Shah, M.D.

Sarkis H. Soukiasian, M.D.

Ernest A. Sutcliffe, M.D.

Gerald Tanguilig, M.D.

John V. Thomas, M.D.

Stewart J. Turner, M.D.

James Umlas, M.D.

George A. Violin, M.D.

Lawrence Weene, M.D.

David Yi, M.D.

Stephen A. Youngwirth, M.D.

Deborah E. Zuckerman, M.D.

Emeritus Staff

Surgeons

Jack F. Bowers, M.D.

Thomas P. Cronin, M.D.

George Garcia, M.D.

John R. Gehring, M.D.

Eeva-Liisa Martola, M.D.

George Olive, M.D.

Charles L. Schepens, M.D.

John G. Sebestyen, M.D.

Richard J. Simmons, M.D.

Associate Surgeons

Philip J. Harris, M.D.

Roland Houle, M.D.

Assistant Surgeons

Robert Kinder, M.D.

Peter B. Mooney, M.D.

Arthur Morrissey, M.D.

Assistants in Ophthalmology

Chester J. Boulris, M.D.

Firmon E. Hardenbergh, M.D.

Bernard Schwartz, M.D., Ph.D.

Honorary Staff

Senior Honorary Surgeon

Irving L. Pavlo, M.D.

Surgeons

Ephraim Friedman, M.D.

Alfred W. Scott, M.D.

Associate Surgeons

John M. Carroll, M.D.

Paul F. Vinger, M.D.

Assistants in Ophthalmology

Robert B. Cook, M.D.

Consulting Staff

Associate Surgeons

Lloyd M. Aiello, M.D.

Richard Robb, M.D.

Assistant Surgeon

David Miller, M.D.

Assistant Staff

Assistants in Ophthalmology

Rakesh Ahuja, M.D.

Patrick Boulos, M.D.

R. Paul Chan, M.D.

John Choi, M.D.

Eva-Marie Chong, M.D.

John Christoforidis, M.D.

Richard Chiu, D.O.

Lica Chui, M.D.

Dal Chun, M.D.

John Mark deLeon, M.D.

Jyotsom Ganatra, M.D.

Mark Hatton, M.D.

Janie Ho, M.D.

Peter Hovland, M.D.

John Huang, M.D.

James Hung, M.D.

Rama Jager, M.D.

Ula Jurkunas, M.D.

Bilal Khan, M.D.

Rubin Kim, M.D.

Michael Magee, M.D.

Susan Pepin, M.D.

Anthony Poothullil, M.D.

Rhonda B. Rosenberg, M.D.

Mark Rosenblatt, M.D.

Tina Scheufele, M.D.

Lisa Schocket, M.D.

Lucia Sobrin, M.D.

Jennifer Sun, M.D.

Laura Teasley, M.D.

Nigel Timothy, M.D.

Patricia Tsai, M.D.

Zarmeena Vendal, M.D.

Nadia Waheed, M.D.

Jason Wanner, M.D.

Residents

Ednan Ahmed, M.D.

Christine Ament, M.D.

Christopher Andreoli, M.D.

Stacey Brauner, M.D.

Khayyam Durrani, M.D.

Laura Green, M.D.

Jenny Hong, M.D.

Mitesh Kapadia, M.D.

Eva Kim, M.D.

Nancy Kim, M.D.

Szilard Kiss, M.D.

Carolyn Kloek, M.D.

Lily Koo, M.D.

Mark Melson, M.D.

Sophia Pachydaki, M.D.

Vassiliki Poulaki, M.D.
Michael Singer, M.D.
Rishi Singh, M.D.
Scott Warden, M.D.
Raymond Wee, M.D.
Corey Westerfeld, M.D.
Torsten Wiegand, M.D.
Paul Yates, M.D.

Research Appointments

Research Associates

Meredithe L. Applebury, Ph.D.
Vadim Y. Arshavsky, Ph.D.
Oleg Bulgakov, Ph.D.
Margaret DeAngelis, Ph.D.
Martin Glosmann, Ph.D.
Quanhua He, Ph.D.
Tomoki Isayama, Ph.D.
Kristy Kenyon, Ph.D.
Yonghai Li, Ph.D.
Polina Lishko, Ph.D.
Xiao-qing Liu, Ph.D.
Clint L. Makino, Ph.D.
Jarema Malicki, Ph.D.
Kirill Martemyanov, Ph.D.
Yoshihiro Omori, Ph.D.
Francesca Pignoni, Ph.D.
Swati Ranade, Ph.D.
Michael A. Sandberg, Ph.D.
Nikolai Skiba, Ph.D.
Maxim Sokolov, Ph.D.
Xun Sun, Ph.D.
Xiao-Hong Wen, Ph.D.
Jun Yang, Ph.D.
Hongwei Zhang, Ph.D.

Research Fellows

Babak Ahmadi, M.D.
Muna Ahmed, M.D.
Elena Albe, M.D.
Sofia Androudi, M.D.
Fabio Casanova, M.D.
Jinghua Chen, M.D.
Pitipol Choopong, M.D.
Varintorn Chuckpaiwong, M.D.
Tae Young Chung, M.D.
Francisco Damico, M.D.
Wei Huang, M.D.
Dayse de Sena, M.D.
Joel A. Javier, M.D.
Sissy Kafkala, M.D.
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2004 reynolds society dinner sparkles

The 18th Annual Reynolds Society Dinner and Achievement Awards was held on Friday, Nov. 5, at the Fairmont Copley Plaza in Boston. Named for Edward Reynolds, M.D., co-founder of the Infirmary, the Reynolds Society honors friends who contribute $2,000 or more to the Infirmary in a given year (Oct. 1 to Sept. 30). The evening included inspirational speakers and awardees, including Heather Whitestone McCallum, former Miss America who has become an advocate for the deaf. Dr. Mallika Marshall, HealthWatch reporter for CBS4 news on CBS4 and UPN38, served as emcee for the event. The Quirk Auto Dealership was a platinum sponsor for the evening. For more information about joining the Reynolds Society or becoming a dinner sponsor, contact Melissa Paul at 617-573-4168. The 2005 Reynolds Society Dinner will be held on October 28 at the Boston Park Plaza Hotel. We hope to see you there.

Above: Richard and Patricia MacKinnon at the 2004 gala.

The Pediatric Ophthalmology and Strabismus Service provides comprehensive primary care for the diagnosis and management of infant and child vision and common childhood vision disorders, and performs surgery to correct ocular misalignment and double vision in children and adults. Nathalie Azar, M.D., Director, examines Isabelle Hoffman.

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Unrestricted giving allows the Infirmary to respond flexibly to immediate priorities. To encourage unrestricted philanthropy at the leadership level, the Infirmary has established a special recognition group within the Reynolds Society known as The 1824 Circle. Membership is reserved for friends who give $10,000 or more on an unrestricted basis during the fiscal year. The Infirmary thanks the following 1824 Circle members for their gifts made October 1, 2003 through September 30, 2004.

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The Annie Sullivan Society honors and recognizes the many thoughtful and generous individuals who have named the Massachusetts Eye and Ear Infirmary in their wills, planned gifts or estate plans. For more information about the benefits of the Annie Sullivan Society and information on how you can join, please contact Melissa Paul at 617-573-4168.

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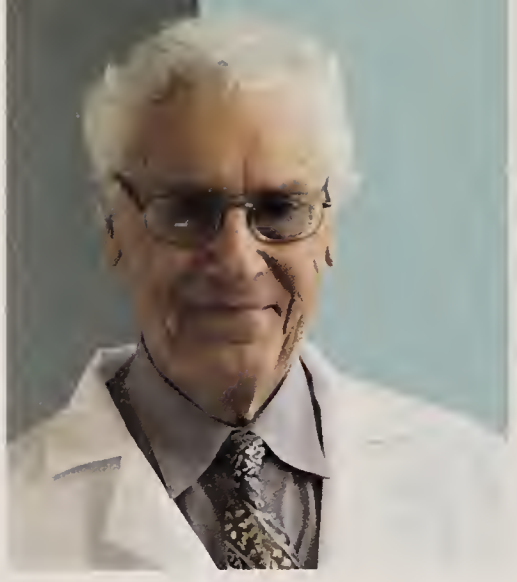
caring for the community

The Infirmary continued to offer free health screenings, educational lectures, and medical care to those in need as part of its Community Benefits Program. The Department of Audiology's Fourth Annual Public Forum on Hearing and Hearing Loss attracted a large and enthusiastic audience. The Facial and Cosmetic Surgery Center's physicians helped R.O.S.E. (Regaining One's Self Esteem) Fund domestic violence victims by evaluating patients and performing minor office procedures. Many of the Infirmary's physicians and nurses traveled to distant countries on various medical missions. And, finally, students from our "adopted" school, the Neighborhood House Charter School in Dorchester, Mass., received free vision and hearing screenings. More than 200 students were examined as part of the ongoing program. We are pleased to be able to offer these services and thank all of those who contributed their time.

Above: Amy Stone, a graduate clinician, screens a student for hearing loss.



the campaign for the claes h. dohlman professorship of ophthalmology

A campaign to fund a Professorship of Ophthalmology has been launched in honor of Dr. Claes H. Dohlman, one of the Infirmary's great physicians, teachers and leaders in ophthalmology. Many people consider Dr. Dohlman as the founder of the subspecialty known as "cornea." He has trained more ophthalmologists than any other eye specialist in the world. After joining the Infirmary's faculty more than 40 years ago, Dr. Dohlman founded the Cornea Service and ultimately became Chief of Ophthalmology at the Infirmary and Chairman of Ophthalmology at Harvard Medical School, a position he held until 1989. His research contributions include major advances in corneal biochemistry and physiology. He has played a pioneering role in developing an artificial cornea, known as the keratoprosthesis, to restore sight to otherwise incurable blind eyes.

Establishment of the Dohlman Professorship will provide significant, ongoing financial support for Dr. Dohlman and those corneal specialists who follow him. A total of $2.75 million must be raised. The Infirmary has offered $1 million to the effort, made possible through a generous bequest of one of Dr. Dohlman's long-time patients. A sum of $1.4 million remains to be raised. If you would like to honor this great man and to help support the next generation of corneal leaders by making a gift, please contact Melissa Paul at 617-573-4168.

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